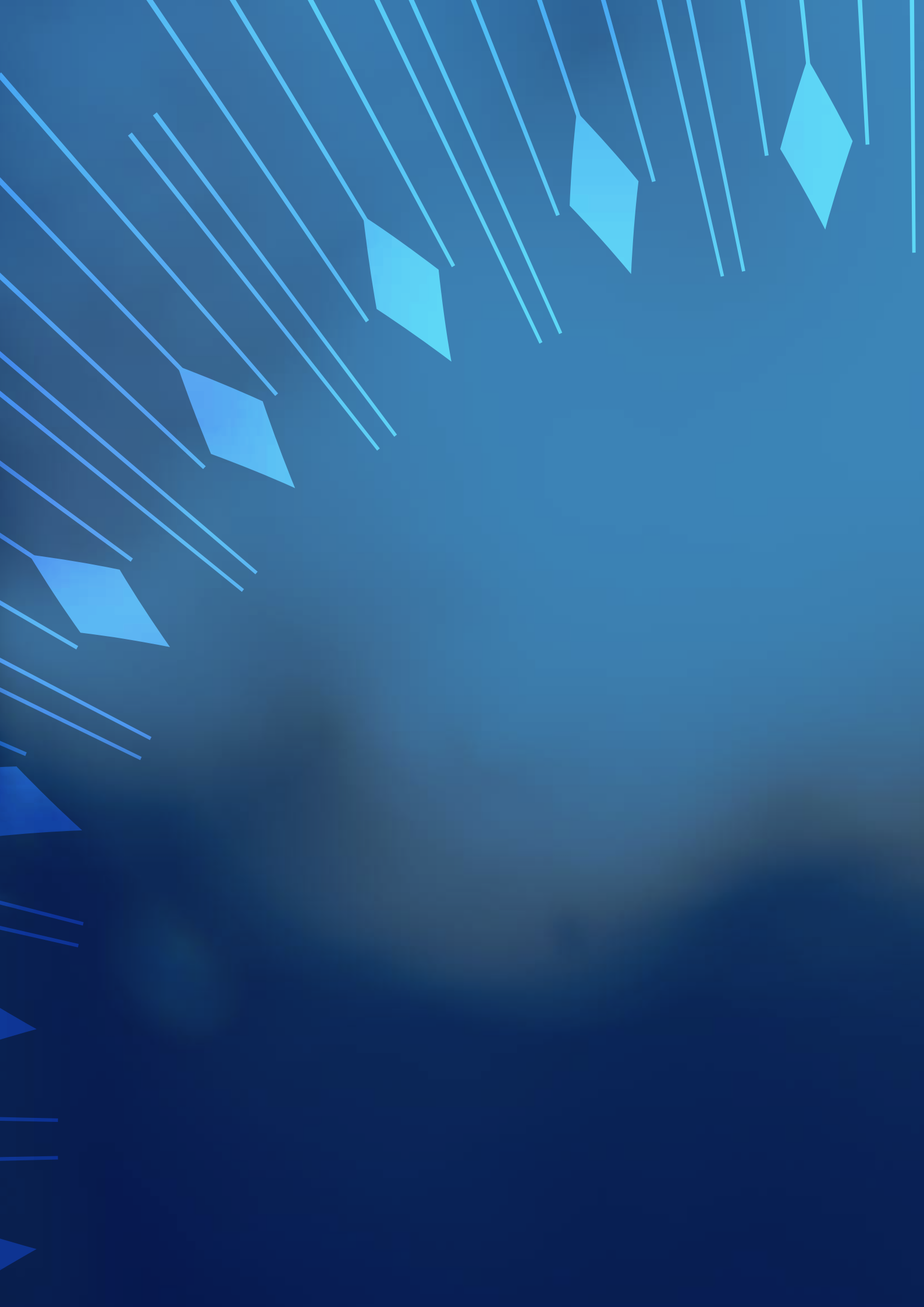
# Annual Report 2024|25

science, technology & innovation
Department:
Science, Technology and Innovation
REPUBLIC OF SOUTH AFRICA

SANSA
SOUTH AFRICAN NATIONAL SPACE AGENCY



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# PART A
# GENERAL INFORMATION

# 1. General **Information**

| | |
|---|---|
| **Registered Name** | South African National Space Agency (SANSA) |
| **Registered Number** | Not Applicable |
| **Chairperson of the Board** | Mr Patrick Ndlovu |
| **Chief Executive Officer** | Mr Humbulani Mudau |
| **Registered Office Address** | Building 10<br>CSIR Campus<br>Meiring Naude Road<br>Brummeria<br>Pretoria<br>0184 |
| **Postal Address** | PO Box 484<br>Silverton<br>0127 |
| **Contact Telephone Numbers** | 012 334 5024 |
| **Fax numbers** | N/A |
| **E-mail** | information@sansa.org.za |
| **Website Address** | https://www.sansa.org.za |
| **External Auditors** | A2A Kopano Incorporated<br>147 Marais Street,<br>Brooklyn Pretoria<br>0181 |
| **Bankers** | ABSA Bank<br>7th Floor - Absa Towers West<br>15 Troye Street<br>Johannesburg<br>2001 |
| **Board Secretary** | Mr Mmoledi Malokane |

# 2. List of **Abbreviations**

| | |
|---|---|
| **4IR** | Fourth Industrial Revolution |
| **AI** | Artificial Intelligence |
| **AIT** | Assembly Integration and Testing |
| **APP** | Annual Performance Plan |
| **ATNS** | Air Traffic Navigation System |
| **B-BBEE** | Broad-Based Black Economic Empowerment |
| **BRICS** | Brazil, Russia, India, China, and South Africa |
| **CapEx** | Capital Expenditure |
| **CDEF** | Concurrent Design Engineering Facility |
| **Covid-19** | Coronavirus Disease 2019 |
| **DCDT** | Department of Communications and Digital Technologies |
| **DDM** | District Development Model |
| **DESA** | Digital Earth South Africa |
| **DoD** | Department of Defence |
| **DSN** | Deep Space Network |
| **DSTI** | Department of Science, Technology and Innovation |
| **dtic** | Department of Trade, Industry and Competition |
| **EIA** | Environmental Impact Assessment |
| **EO** | Earth Observation |
| **EODC** | Earth Observation Data Cube |
| **EO-Sat** | Earth Observation Satellite |
| **ERRP** | Economic Reconstruction and Recovery Plan |
| **EXCO** | Executive Committee |
| **FY** | Financial Year |
| **GNSS** | Global Navigation Satellite Services |
| **GPS** | Global Positioning System |
| **HBK** | Hartebeeshoek |
| **HF** | High Frequency |
| **HRM&D** | Human Resources Management and Development |
| **ICT** | Information and Communications Technology |
| **IP** | Intellectual Property |
| **MoU** | Memorandum of Understanding |
| **MTEF** | Medium-Term Expenditure Framework |
| **MTJ** | Matjiesfontein |
| **MTSF** | Medium-Term Strategic Framework |
| **NASA** | National Aeronautics and Space Administration |
| **NDP** | National Development Plan |

| | |
|---|---|
| **NGO** | Non-governmental Organisation |
| **NRF** | National Research Foundation |
| **NSI** | National System of Innovation |
| **NSP** | National Space Programme |
| **NT** | National Treasury |
| **PDR** | Preliminary Design Review |
| **PFMA** | Public Finance Management Act, (Act No. 1 of 1999), (as amended by Act No. 29 of 1999) |
| **PG** | Parliamentary Grant |
| **PS** | Products and Services |
| **PWDs** | People With Disability (ies) |
| **R&D** | Research and Development |
| **RSSC** | Remote Sensing Satellite Constellation |
| **SAASTA** | South African Agency for Science and Technology Advancement |
| **SADC** | Southern African Development Community |
| **SAEOSS** | South African Earth Observation Systems Strategy |
| **SANSA** | South African National Space Agency |
| **SAR** | Synthetic Aperture Radar |
| **SASREC** | South African Space Regulatory Council |
| **SatComs** | National Telecommunications Satellite Strategy |
| **SCM** | Supply Chain Management |
| **SE** | Space Engineering |
| **SETAs** | Sector Education and Training Authorities |
| **SETI** | Science, Engineering, and Technology Institution |
| **SGCs** | Societal Grand Challenges |
| **SHEQ** | Safety, Health, Environment and Quality |
| **SIH** | Space Infrastructure Hub |
| **SME** | Small to Medium Enterprise |
| **SMME** | Small, Medium and Micro Enterprise |
| **SO** | Space Operations |
| **SS** | Space Science |
| **SSGI** | Space Science and Geospatial Institute |
| **STEMI** | Science, Technology, Engineering, Mathematics, and Innovation |
| **STI** | Science, Technology, and Innovation |
| **SWCx** | Space Weather Centre |
| **SWOT** | Strengths, Weaknesses, Opportunities, and Threats |
| **TVET** | Technical and Vocational Educational and Training |

# 3. Foreword by the **Chairperson**

Mr Patrick Ndlovu

The 2024/25 Financial Year marks the end of the SANSA Strategic Plan 2020-2025. Out of the six strategic outcomes of the Strategic Plan 2020-2025, SANSA has achieved 4 of the six Strategic outcomes. It is pleasing to know that in the Strategic planning period, the majority of the strategic outcomes were achieved, especially those that relating to the growth of the Space Sector, contributes positively to employment creation and Space Related Research and Development. Furthermore, the governance systems at SANSA are robust and the organization remains strong as a going concern.

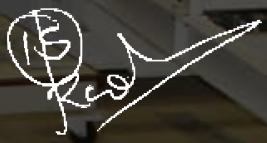
However, looking at the two Strategic Outcomes that were not achieved, namely: Outcome 4: SANSA positioned as a key enabler of the implementation of Government Space related Policies and Outcome 5: Enabling infrastructure developed and upgraded to support the space sector value chain, supporting the service delivery through Space related products and services remains a challenge, partly due to access to space related infrastructure because South Africa has not established sufficient infrastructure in Space to support the national space products and services requirements, as espoused in the National Space Strategy. Unfortunately, this is the *Reason de etre* of the South African National Space Agency.

It is for this reason that the strategic direction of the entity for the next 5 Years, as articulated in the Strategic Plan 2025-2030, has be refocused to address this challenge. The Ramp Up Phase, as the new strategic path for SANSA seeks to specifically grow the space-based infrastructure through building and launch more South African owned satellites, expand the Space Operations Infrastructure and expedite the indigenous space launch capability development programme. Recognizing that this task is seemingly insurmountable for the country, the SANSA has taken a strategic position to leverage international partnerships to achieve and sustain the strategic goals in the RAMP UP Phase. Embarking in the Space Exploration programmes, with the participation in the International Lunar Research Station Project with Peoples Republic of China and Russian Federation, the Deep Space Network Station at Matjiesfontein and the Afronaut Human Space Flight programme, through our bilateral collaborations will ensure that the country maintains its leadership in the Space Sector in Africa, as espoused in the National Space Strategy.

It is through the strategic initiatives outlined above that SANSA will actively direct its efforts to positively impact the triple challenges of Poverty, Unemployment and Inequality.

*"It is pleasing to know that in the Strategic planning period, the majority of the strategic outcomes were achieved, especially those that relating to the growth of the Space Sector, contributes positively to employment creation and Space Related Research and Development."*

The Board would like to express its appreciation to the Minister of Science, Technology and Innovation as well as the Department for its continued support over the last Strategic Period. We are especially grateful for the support given during the development of the SANSA Strategic Plan 2025-2030 as well as ensuring that the Board is fully capacitated, through the filling of the Board Vacant Posts.



**Mr. Patrick Ndlovu**
SANSA Board Chairperson
31 July 2025

# 4. Chief Executive Officer's **Overview**

Mr Humbulani Mudau

As I reflect on the past year, my second year as the CEO of the South African National Space Agency, I am filled with a deep sense of pride and optimism. I am proud of the unwavering commitment and efforts from the SANSA team across all programmes, for their continued passion and hard work and optimistic for what lies ahead as we continue to build a strong, responsive and future-facing national space agency. While the year was not without its challenges, it revealed the true resilience and innovation of our people, our resolve to do more with what we have, together.

Our efforts over the past 2024/25 FY have translated into meaningful results, and I am pleased to report that SANSA met 16 of the 19 performance indicators, a performance achievement of 84% of the annual targets. of our notable achievements at SANSA is the provision of a of real-time space weather forecasts and alerts to the aviation, defence and national electricity supplier. A crucial national capability that will safeguard vital infrastructure in an increasingly technology-dependent world. These space-based disruptions to our lives are as significant as the Earth-based disasters of floods and other climate-related emergencies and the Earth observation data provided by SANSA aids in mitigation and recovery efforts by the Government.

An area close to my heart is youth development, getting more youth to access knowledge and skills in science and technology to improve their lives into a future technology driven world. At SANSA we reached over 60 000 learners through our space education engagements and provided bursaries and internships to enhance employment and entrepreneurial opportunities for our youth. These investments in our youth are investments in South Africa's future, a future that is powered by science, technology and innovation.

Looking ahead, I am honoured to lead South Africa's efforts to elevate Space as a G20 Working Group, a milestone that signals our country's growing role on the international stage. South Africa's G20 presidency is an opportunity to elevate Africa's priorities on the international agenda, by ensuring African voices are represented and heard in international space dialogues. as we continue to work to strengthen the African Union to support the achievement of peace, development and economic integration on the continent.

As the CEO of SANSA, I have taken this call seriously and have extended extra effort to bring our African brothers and sisters to the global table on matters related to space for the benefit of the people of Africa.

*"Looking ahead, I am honoured to lead South Africa's efforts to elevate Space as a G20 Working Group, a milestone that signals our country's growing role on the international stage."*

The future looks bright for Space in South Africa as SANSA pursues sustainable partnerships and business opportunities that serve our citizens and contributes to the economy.

I extend my gratitude to the Department of Science, Technology and Innovation, the SANSA Board, my leadership team and employees for their continued efforts to support SANSA and its mandate.

**Mr Humbulani Mudau**
Chief Executive Officer
31 July 2025

# 5. Statement of Responsibility

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

To the best of my 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.
- 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 South African Standards of Generally Recognised Accounting Practice (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 entity for the financial year ended 31 March 2025.

Yours faithfully

**Mr Humbulani Mudau**
Chief Executive Officer
31 July 2025

**Mr Patrick Ndlovu**
Chairperson of the Board
31 July 2025

# 6. Strategic **Overview**

## 6.1. SANSA VISION AND MISSION

The SANSA vision and mission as outlined below have been an integral part of all initiatives aimed at ensuring effective delivery against the organisational mandate during the 2024/25 financial year.

### VISION

SANSA's vision statement for repositioning the South African space programme:

*"An integrated National Space Capability that responds to socio-economic challenges in Africa by 2030."*

### MISSION

SANSA's mission statement relating to the South African space programme:

*"To provide leadership in unlocking the potential of Space for the advancement and benefit of humanity."*

## 6.2. SANSA VALUES

The SANSA vision and mission as outlined below have been an integral part of all initiatives aimed at ensuring effective delivery against the organisational mandate during the 2024/25 financial year.

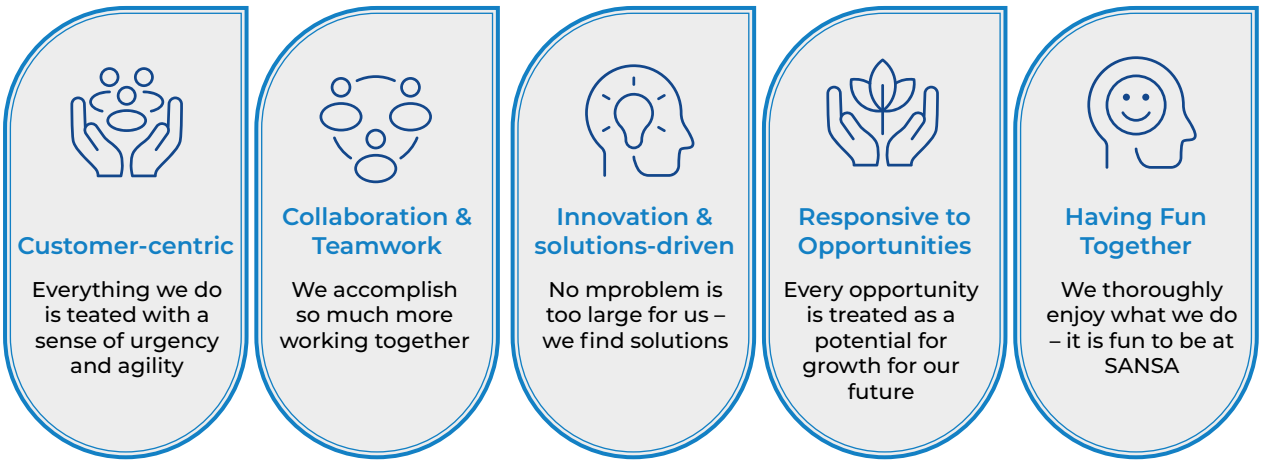



*Figure 1: SANSA's Values*

In alignment with the revised values, SANSA management and employees have jointly defined the following Employee Value Proposition:

*"At SANSA, we create opportunities to learn and grow, providing a world-class service to our stakeholders and clients through individuals that are energetic, enthusiastic, and passionate about what we do.*

*We promote a healthy work-life balance, provide equitable remuneration and competitive benefits to build a motivated workforce that contributes to the long- term good of society."*

## 6.3. SANSA CONTRIBUTION: SUSTAINABILITY PILLARS

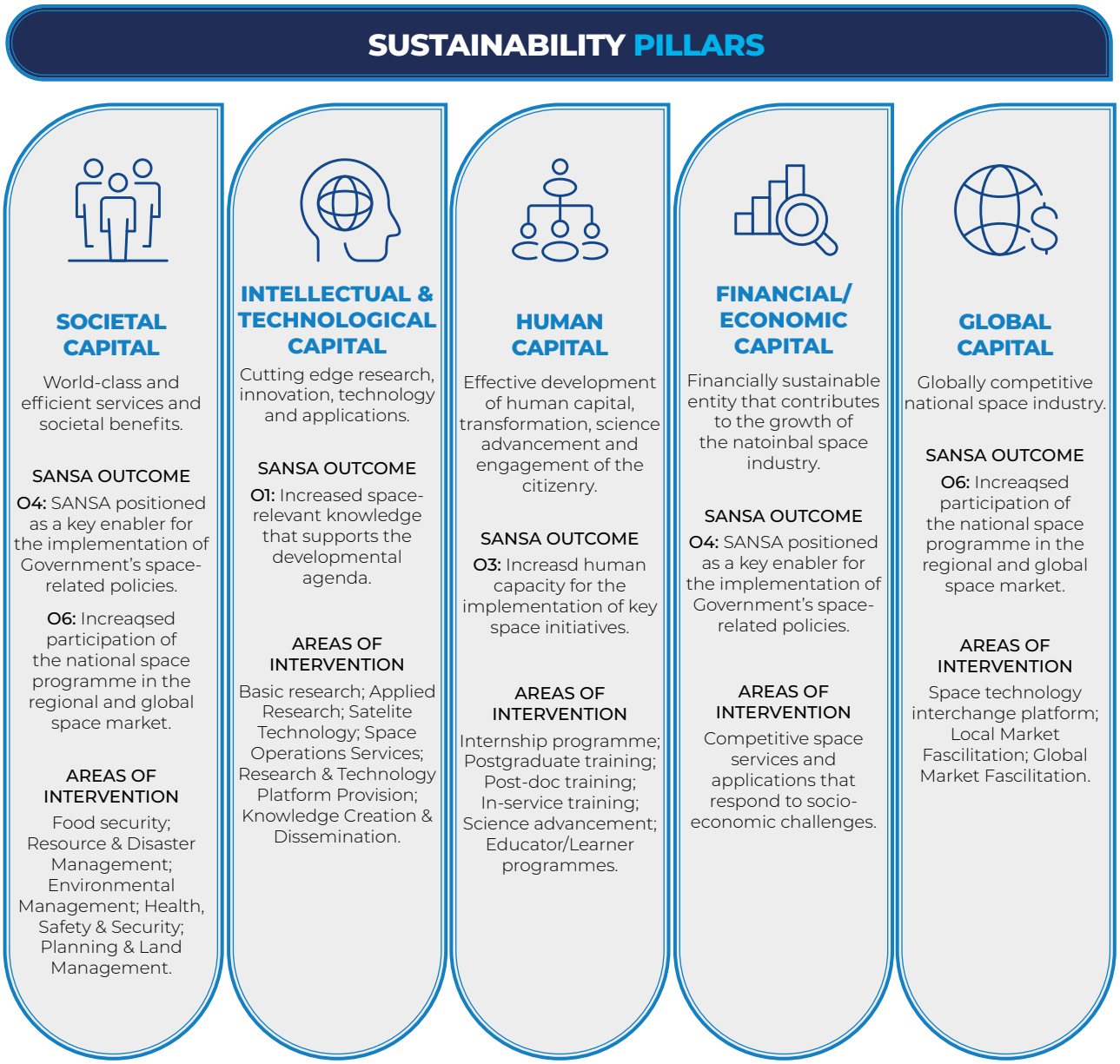



*Figure 2: SANSA's Contribution towards the Sustainability pillars*

SANSA's strategic initiatives, including those relating to change management and ensuring an improved organisational culture, seek to enhance business efficiencies in a manner that will result in growth and sustainability for the entity and South Africa's broader space sector.

# 7. Legislative and Other Mandates

## 7.1. LEGISLATIVE AND OTHER MANDATES

SANSA is a Schedule 3A public entity established in terms of the Public Finance Management Act (PFMA), No. 1 of 1999, under the auspices of the Department of Science, Technology and Innovation (DSTI).

The agency's legislative mandate is premised on two key Acts, namely the **Space Affairs Act (Act No. 84 of 1993)** and the **South African National Space Agency (SANSA) Act (Act No. 36 of 2008)**. The former, is an instrument of the Department of Trade, Industry and Competition (the dtic) which provides a regulatory and policy framework for the South African space programme, while the SANSA Act which is governed by the DSTI, enabled the establishment of SANSA as an implementing agency for the South African Space Programme. Key legislative and other mandates relevant to SANSA include the following:

**Public Finance Management Act (No. 1 of 1999):** which provides the basis for the management of public funds by public entities listed in terms of the PFMA. As an entity listed as a Schedule 3A National Public Entity, SANSA is obligated to adhere to the requirements and principles of the PFMA.

**Science and Technology Laws Amendment Act (No. 9 of 2020):** which amends the establishment legislation of several DSTI public entities, including SANSA, to harmonise and streamline the processes related to the governance arrangements of the accounting authorities of public entities.

**National Key Point Act (No. 102 of 1980):** which provides for the declaration and protection of sites of national strategic importance against sabotage, as determined by the Minister of Police since 2004, and the Minister of Defence before that. In the SANSA context, this Act is of importance for the protection of the Hartebeeshoek and Hermanus facilities as National Key Points.

**White Paper for Science, Technology, and Innovation (2019):** which focuses on increasing the impact of Science, Technology, and Innovation (STI) on the country's national priorities, including economic growth, strategic partnerships, and the development of an innovation culture with a whole-of-society approach through a Government Innovation Compact.

**National Development Plan (NDP), Vision 2030:** The NDP is aimed at eliminating poverty and reducing inequality by 2030. It comprises thirteen chapters, inclusive of a set of objectives and actions for each, which details how the government intends to respond on different fronts to the manifold challenges facing South Africa.

**Decadal Plan on Science, Technology, and Innovation (STI)**, which was developed to serve as an implementation plan for the 2019 White Paper. SANSA's efforts and investment focused on building and maintaining a competitive national space infrastructure that fosters research and development, delivery of products and services, industry development and strengthening international partnerships, will be positioned to support the Decadal Plan priorities. In addition to its focus on research, capacity building, and other activities aimed at addressing the Decadal Plan's three Societal Grand Challenges, SANSA continues to prioritise international cooperation and partnership activities aligned with the STI Decadal Plan priorities for expanded and strategic internationalisation.

## 7.2. POLICY MANDATE

The primary objectives of the National Space Policy are to:

- Improve coordination throughout the South African space arena to maximise the benefits of current and planned space activities, avoid or minimise duplication of resources and efforts, and organise existing initiatives, programmes, and institutions into a coherent network for all providers and users of space systems.
- Promote capacity building initiatives, both as a means towards effective participation in the space arena, as well as to develop capacity in space science and technology, and science and technology in general.
- Facilitate the provision of appropriate and adequate space capabilities to support South Africa's domestic and foreign policy objectives,
- Foster a robust science and technology base in research institutions and the higher education sector,
- Promote the creation and implementation of a supportive regulatory environment to facilitate industrial participation in the space arena, in accordance with domestic law and South Africa's foreign policy objectives and international obligations.
- Promote the development of an appropriate and competitive domestic commercial space sector to provide the industrial base to meet the nation's needs for space technology.
- Promote improved cooperation with other nations in the mutually beneficial peaceful uses of outer space.
- Promote greater awareness and appreciation, at all levels of South African society, of the relevance and benefits of space science and technology.

SANSA is determined to be positioned at the forefront of the National Space Programme (NSP) and acquire an increased share of the global market in support of the establishment of a knowledge economy through promoting innovation and industrial competitiveness. This will drive the successful implementation of the National Space Policy through the utilisation of space science and technology to develop applications for the provision of geospatial, telecommunication, timing, and positioning of products and services.

# 8. Organisational **Structure**

The configuration of SANSA programmes as outlined in the entity's Revised 2020 – 2025 Strategic Plan is as follows:

**Programme 1:** Administration Programme
**Programme 2:** Earth Observation Programme
**Programme 3:** Space Science Programme
**Programme 4:** Space Operations Programme
**Programme 5:** Space Engineering Programme

The Agency continues to focus on the effective delivery of its mandate, aspiring to realise greater impact within the economy, industry, regional and global space sector.

Figure 3 below reflects the SANSA organisational structure:

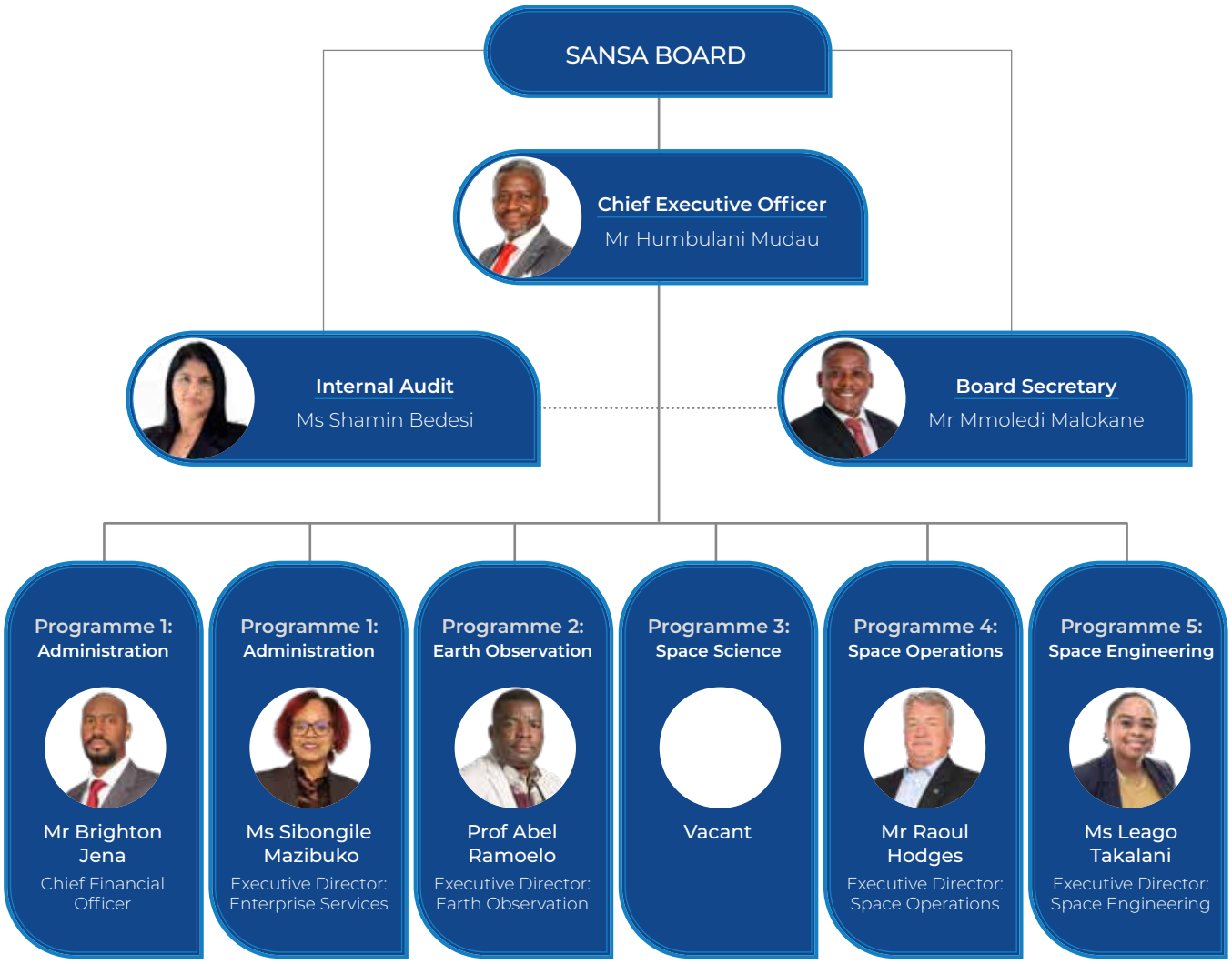



*Figure 3: SANSA Organisational structure*

# PART B
# PERFORMANCE INFORMATION

# 9. Auditor-General's Report: Predetermined Objectives

The External Auditors perform the necessary audit procedures on the Agency's 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 121 to 125 of the Report of the Auditors' Report, published as Part F: Financial Information of the public entity's annual report.

# 10. Situational Analysis

## 10.1 INTEGRATED IMPACT REPORT

### SPACE INFRASTRUCTURE HUB (SIH)

The SIH programme represents a strategic, large-scale investment in space infrastructure and capacity aimed at strengthening the role of SANSA and supporting new and expanded space applications in South Africa. Designed to stimulate economic activity, drive innovation, and enhance service delivery, the initiative supports the expansion of the national space sector while contributing to key development priorities such as job creation, health, and security. In the 2024/25 financial year, funding of R106 million was received, enabling the launch of multiple projects under the programme. Through the SIH, government departments will be equipped with enhanced space-based capabilities, reinforcing the space industry's role in advancing the country's socio-economic and technological progress.

### EOSAT-1

The EOSat-1 mission marks a pivotal milestone for South Africa's space journey as the country's first operational Earth observation satellite and its fourth domestically designed and built satellite, adding to the African Resource and Environmental Management Satellite Constellation (ARMC). Strategically, EOSat-1 catalyses industrial transformation and skills development by embedding Intellectual Property (IP) development within SANSA's programme, thus establishing the foundation for growing a sustainable, transformed satellite manufacturing ecosystem in South Africa.

During the 2024/25 financial year, significant technical progress was made with the first phase of the Preliminary Design Review (PDR), which focused on confirming the satellite's structural design and bus architecture, laying the groundwork for full mission development.

Government departments will enhance their response in disaster management, climate change, and food security challenges through space technology applications, enabling more efficient and evidence-based policy implementation. The mission supports black- owned and SMME space companies, enabling them to participate in high-value engineering and satellite production activities. Research institutions will collaborate on advancing space science and engineering, while the engineering workforce will benefit from targeted human capital development programs.

## AIT HOUWTEQ

The delivery and operationalisation of the Houwteq facility is a strategic investment in South Africa's space innovation ecosystem, aimed at promoting industry-wide collaboration, stimulating innovation and realising economic benefits. The facility will serve as a catalyst for fostering the growth of black-owned and SMMEs space enterprises, contributing to the structural transformation of the sector and promoting equitable participation reflective of South Africa's demographic landscape. The project will provide local industry access to a world-class facility and a unique capability in Sub-Saharan Africa in the AIT of Satellites, Satellites Subsystems and Components Access to International Markets, enhancing our country's space infrastructure advantage and positioning South Africa as a preferred space partner of choice on the continent and internationally. Site preparations are ongoing with the awarding of the bid/RFQ for servicing, repair and training on the facility cranes.

## DEEP SPACE NETWORK (DSN) IN MATJIESFONTEIN (MTJ)

The establishment of a new ground station to enhance South Africa's deep space communication capabilities and enable satellite tracking is on track. The DSN is part of SANSA's infrastructure expansion, aimed at enhancing South Africa's deep space capabilities whilst contributing to economic growth and skill development in science, engineering, and innovation. During the 2024/25 financial year, significant strides have been made in infrastructure and site establishment.

National and Regional Space Agencies will directly benefit by gaining improved capacity to communicate with and monitor satellites, space probes, and other space assets, as well as improved autonomy in space missions, reducing reliance on foreign infrastructure. Research and Academic Institutions will benefit from increased access to data and collaboration opportunities. Government departments and the Defence Force will have strategic communications for defence and national security (e.g., space situational awareness, missile tracking) as well as enhanced disaster response capabilities through better satellite imagery and data collection. Private Space and Satellite, black-owned and SMMEs would benefit from more ground support options for satellite telemetry, tracking, and control (TT&C) supporting the growing satellite economy, including Earth observation, telecom, and IoT. The Matjiesfontein community through job creation.

## SYNTHETIC APERTURE RADAR (SAR)

The acquisition of SAR data will aid in protecting and boosting the ocean economy and studying the oceans' impact on climate change, food security and other environmental areas. The SAR data has been procured, and Oceans and Coastal Information Management System (OCIMS) will utilise it for integrated vessel tracking and other applications. Government departments and entities utilise the Integrated Vessel Tracking (IVT) decision support tool, including South African Maritime Safety Authority (SAMSA), Transnet, Department of Forestry, Fisheries, and the Environment (DFFE), Department of Agriculture, Land Reform and Rural Development (DALRRD), State Security Agency (SSA), Border Management Authority (BMA), South African NAVY, and Department of Defence.

## EARTH OBSERVATION DATA CENTRE

Upgraded and expanded EO data storage capacity to enable the storage and processing of Earth Observation (EO) data at a high scale and speed, providing a robust computing environment to host systems such as SAEOSS, DESA, and various Decision Support Tools. It will empower SANSA to effectively fulfil its mandate of acquiring, archiving, assimilating, and disseminating EO data to all organs of state. It will also enhance SANSA's ability to provide actionable insights and geospatial intelligence to support decision- making across government and industry sectors. The storage upgrade funded under SIH was completed successfully in the second quarter of the 2024/25 financial year.

## SOUTH AFRICAN EARTH OBSERVATION STRATEGY (SAEOSS) PORTAL

In response to the demand for accessible Earth Observation (EO) data to support evidence-based policymaking, disaster response, and socio-economic development, SANSA is advancing the SAEOSS Portal project. Aimed at creating a centralised EO system that consolidates and makes EO data from across the country easily discoverable and interoperable with other platforms.

The beta version of the portal is already online and accessible, marking an important milestone. This development responds to the growing demand

from government departments, researchers, and the private sector for reliable, real-time EO data to inform strategic planning in areas such as climate resilience, agriculture, water management, and infrastructure development. Once fully operational, the system will unlock new opportunities for scientific innovation, inter-agency collaboration, and more targeted service delivery, further elevating the strategic relevance of SANSA's EO capabilities.

## SPACE WEATHER CENTRE

In the 2024/25 financial year, the Space Weather Centre made significant strides in delivering critical 24/7/365 forecasting services, addressing a global gap in space weather monitoring and enhancing national resilience. These services are essential for predicting and mitigating disruptions to terrestrial and space-based technologies, including air traffic control, satellite navigation (GNSS/GPS), telecommunications, and power grids. Key achievements included the successful forecasting of two major space weather events, which demonstrated the Centre's growing operational maturity and impact. The Centre also expanded its reach by gaining several new clients and intensifying stakeholder engagement to ensure space weather products are tailored to user needs.

To further build end-user capacity, a space weather training course for the aviation sector was developed and piloted in collaboration with the ATNS Training Academy (ATA). Additionally, three new space weather forecasters were trained to strengthen operational capabilities as solar activity intensifies during the current solar maximum. These efforts reflect SANSA's commitment to maximising the use of space weather products, deepening partnerships with key sectors, and ensuring that South Africa remains at the forefront of space weather forecasting and risk mitigation.

## 1.2 SCIENCE ENGAGEMENT HIGHLIGHTS

### EXPANDING HORIZONS: SANSA'S MULTIFACETED SCIENCE ENGAGEMENT INITIATIVES

During the 2024/25 financial year, SANSA broadened its outreach, public awareness, and STEMI education efforts through its Science Engagement teams based in Pretoria and Hermanus. The teams utilised multiple platforms, including direct school visits, career expositions, radio interviews, and partnerships, and conducted extensive engagement activities, including outreach to rural schools across the country and delivering high-demand educator training workshops.

SANSA also extended its impact beyond national borders by leading Science Week outreach initiatives in Eswatini. The agency continues to support 17 active space clubs, guiding them in preparing for robotics competitions such as the LEGO Robotics Challenge. In addition, SANSA hosted a youth-focused educational panel in support of National AIDS Day 2024, a successful initiative that will be repeated to foster continued awareness and engagement.

### CHAMPIONING DISTRICT SPACE WEEKS

In 2024/25, SANSA strategically positioned the District Space Weeks as its flagship mass participation platform for public engagement and science advocacy. The District Space Weeks initiative reached thirteen (13) of South Africa's fifty-two (52) districts and metropolitan municipalities, achieving 25% district-level coverage in all nine (9) provinces.

*Youth Engagements*

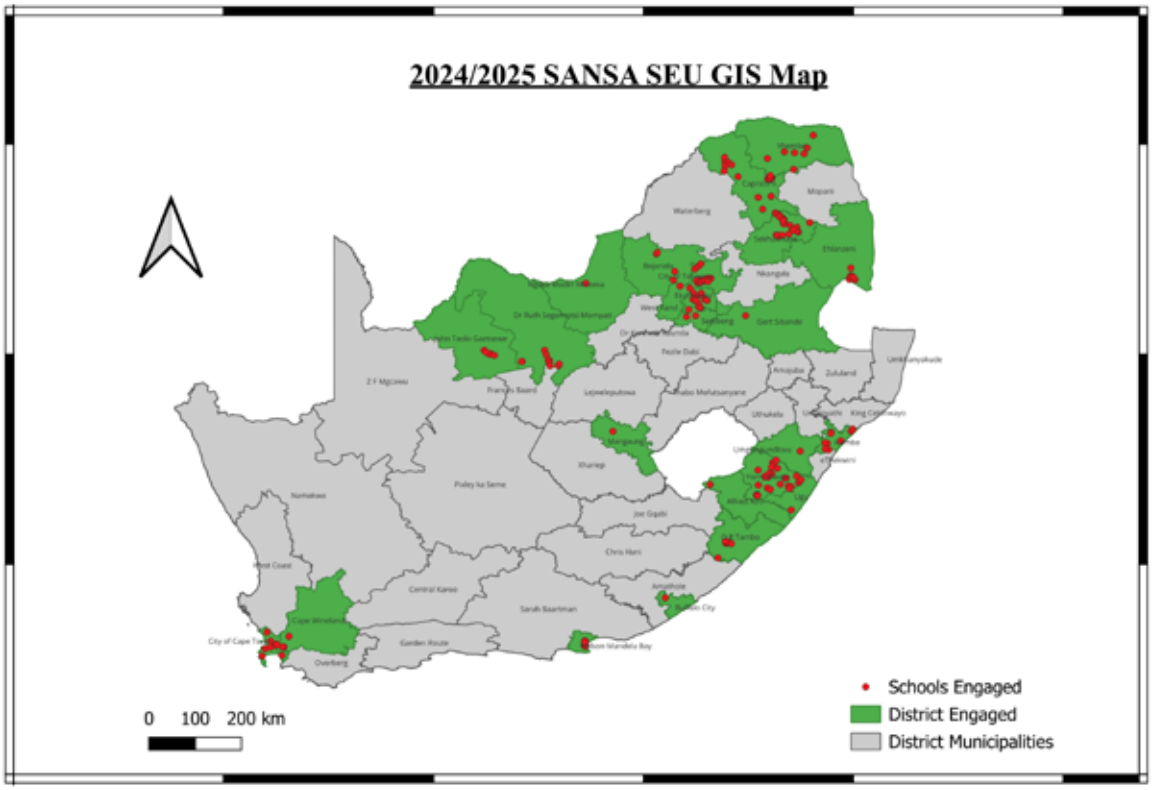



*Figure 4: SANSA SEU GIS Map*

*Guided Tours at SANSA Facilities*

## SANSA FACILITIES GUIDED TOURS AND OPEN DAYS

SANSA leveraged its facilities to support the development of South Africa's space industry, strengthen collaborations with existing partners, and attract new strategic stakeholders. A key highlight of the year was the sustained engagement with students, teachers (STEMI- related subjects, Geography and Physical Science) and researchers, reinforcing SANSA's role as a hub for knowledge exchange, skills development, and innovation within the national space ecosystem. These efforts contribute to building a future-ready talent pipeline and expanding the Agency's influence in shaping the space sector.

In October 2024, the Hermanus site hosted an Open Day at the facility, welcoming the local community to discover the fascinating world of space science. The event attracted over 500 attendees, including families, students, learners and community members, who engaged with interactive exhibits, educational talks, and hands-on STEM activities designed for all age groups.

The Open Day provided a platform for raising awareness about SANSA's work and its relevance to everyday life. Visitors had the opportunity to interact with SANSA experts, learn about career opportunities in STEM fields, and gain a deeper understanding of how space science contributes to society. The event successfully inspired curiosity and promoted science education, strengthening SANSA's connection with the public.

SANSA leveraged the popular medium of radio to engage the public on various space science and technology topics throughout the year. SABC Education platforms on Motsweding FM's "Mo Dia Boa" afternoon radio show on 10 June 2024 inspired

*Open Days at SANSA Facilities*

Youth Month conversations on space opportunities for the youth. SANSA was also interviewed on Thobela FM's evening show "Mahlale Pepeneneng" on the role played by the Department of Science, Technology, and Innovation (DSTI) in space science and technology. The Space Education Manager was interviewed on SAfm and Jozi FM during the Inaugural National System of Innovation Transformation Summit 2025 on challenges and opportunities in the space sector.


*SANSA Engagements through media*


*SANSA engagements with Dr Sian Proctor*

## REACHING NEW HEIGHTS: INSPIRING ENGAGEMENTS WITH TRAILBLAZING ASTRONAUTS

The first Black woman commercial astronaut, Dr. Sian Proctor, travelled to South Africa in August 2024 as part of a collaboration with the South African National Space Agency (SANSA) to encourage diversity in the space sciences and STEM education. Her tour, which took place during Women's Month, featured outreach events at nearby high schools where she engaged students in interactive STEM activities and storytelling, as well as a keynote address at SANSA's Space Weather Centre in Hermanus titled "Space2Inspire: Letting Your EarthLight Shine!" Her visit had a long-lasting effect on South Africa's space education and inclusion agenda and reinforced SANSA's mission of youth empowerment.

In August 2024, Christer Fuglesang, a retired ESA astronaut, visited South Africa to promote STEM education and international cooperation. He delivered a public lecture at Wits Science Stadium in Johannesburg and a keynote lecture at Wits University. His visit reinforced SANSA's efforts to position South Africa as a global space science partner, highlighting the potential for Europe-Africa partnerships in research, innovation, and capacity building. Fuglesang's engagements supported SANSA's mission to inspire future scientists and strengthen international scientific ties.

SANSA played a key supportive role in the "Africa, Meet 7 Black Astronauts!" virtual event by collaborating with partners to promote the initiative across the continent and aligning the event with its mission to advance STEM education and inspire youth interest in space sciences. While the event was organised primarily by Africa.com and the Student Sponsorship Programme (SSP), SANSA helped amplify its reach by facilitating engagement with schools, universities, and STEM communities in South Africa and beyond.

Additionally, SANSA leveraged the event to reinforce its strategic goals of fostering diversity and inclusion in space-related fields, using the astronauts' stories as powerful motivational tools. Through this partnership and outreach, SANSA contributed to expanding access to role models in space exploration and strengthening the pipeline of future African scientists and engineers.

*Africa, Meet 7 Black Astronauts Event*

## EMPOWERING FUTURE LEADERS: SANSA'S ROLE IN THE CEOS IN SCHOOLS INITIATIVE

SANSA is a full member of the Committee on Earth Observation Satellites (CEOS) since its establishment in 2010 and actively participates as the 2023 – 2025 Chair of the CEOS Working Group on Capacity Building and Data Democracy (WGCapD), with the Mexican Space Agency (AEM) as Vice Chair. Driven by the Group on Earth Observation (GEO), of which South Africa is one of the four Co-Chairs, support for the youth as articulated in the Inaugural GEO Ministerial Youth Declaration, SANSA has partnered with the United Kingdom (UK) Space Agency as CEOS Chair 2025 to introduce 14 – 16 year old learners to satellite Earth Observation through the "CEOS In Schools" pilot project. Leveraging existing SANSA partnerships in the Bojanala and O R Tambo Districts, learners in rural areas benefited from global exposure through Earth Observation workshops held virtually with their counterparts in 8 other CEOS member countries in February and March 2025.

*SANSA empowering Future Leaders*

## SENDAI FRAMEWORK ON DISASTER RISK REDUCTION 2015 – 2030

South Africa is a signatory to the Sendai Framework on Disaster Risk Reduction and actively implements disaster risk reduction programs through the National Disaster Management Centre (NDMC). SANSA actively contributes to the NDMC National Capacity Building Coordinating Committee (NCBCC)'s Integrated Public Awareness Strategy (IPAS), where Provincial Disaster Management Centres (PDMC) and sector departments present and report on their public awareness plans. SANSA Space solutions for Disaster Management capabilities were showcased to the disaster management community at the Capricorn Disaster Risk Management School Expo and Career Guidance event held on 14 March 2025, Blouberg Local Municipality. Being the space role model who grew up in the rural area of Burgerricht village and a fluent speaker of sehananwa local dialect, Mr. Moropula Mashalane was able to break through to the 160 learners from 9 Maleboho West Circuit high schools and inspired them to pursue STEM careers. The Capricorn District Disaster Management team was grateful for the continued support from SANSA and advocated for renewal of the expired MoU with SANSA.

*Disaster Management Awareness*

SANSA celebrated the International Day for Disaster Risk Reduction (IDDR), hosted by Capricorn District Municipality in Polokwane under the theme "The Role of Education in Protecting and Empowering Youth for a Disaster-Free Future" on 10 October 2024. The IDDR coincided with the World Space Week final day and was attended by the Minister of Cooperative Governance and Traditional Affairs (COGTA), his deputy, and other dignitaries that including school learners and educators. SANSA, along with organisations which rely on space-based technologies such as the South African Weather Service (SAWS), play a vital role as knowledge partners in the disaster management sector. They leverage schools as platforms to engage communities, raising awareness about the role of science, technology, and innovation (STI) in understanding disaster risks and promoting preparedness.

## SANSA RESEARCHERS RECOGNISED INTERNATIONALLY

### PROF. MICHAEL KOSCH AWARDED THE PRESTIGIOUS DENNIS GABOR MEDAL AND PRIZE

SANSA Chief Scientist, Professor Michael Kosch, has been awarded the distinguished Dennis Gabor Medal and Prize by the Institute of Physics (IOP), which recognises pioneering research in auroral physics and significant advancements in image-processing techniques.

### DR MPHO TSHISAPHUNGO APPOINTED TO KEY POSITION IN WMO

Dr Mpho Tshisaphungo, Head of Space Weather at SANSA, has been appointed as co- Vice Chairperson of the World Meteorological Organisation's (WMO) Expert Team on Space Weather, which positions SANSA to actively participate in and influence critical global discussions and decisions relating to space weather.

*Prof Michael Kosch and Dr Mpho Tshisaphungo*

### WOMEN ENGINEERS BREAKING BARRIERS

SANSA has seen encouraging progress in female representation in the South African National Antarctic Programme (SANAP), particularly in engineering roles. Notably, two female engineers have made significant contributions to the programme. Tankiso Moso has demonstrated remarkable dedication, having overwintered at both Marion Island and SANAE IV in Antarctica and participated in a takeover at Gough Island. Geomarr Van Tonder is currently continuing this legacy as she overwinters at SANAE IV. Their involvement marks an important step toward greater gender diversity in polar research and engineering.

## SUPPORTING THE DEVELOPMENT OF CRITICAL SKILLS

### INVESTING IN FUTURE TALENT: SANSA'S 2024/25 POSTGRADUATE BURSARY PROGRAMME

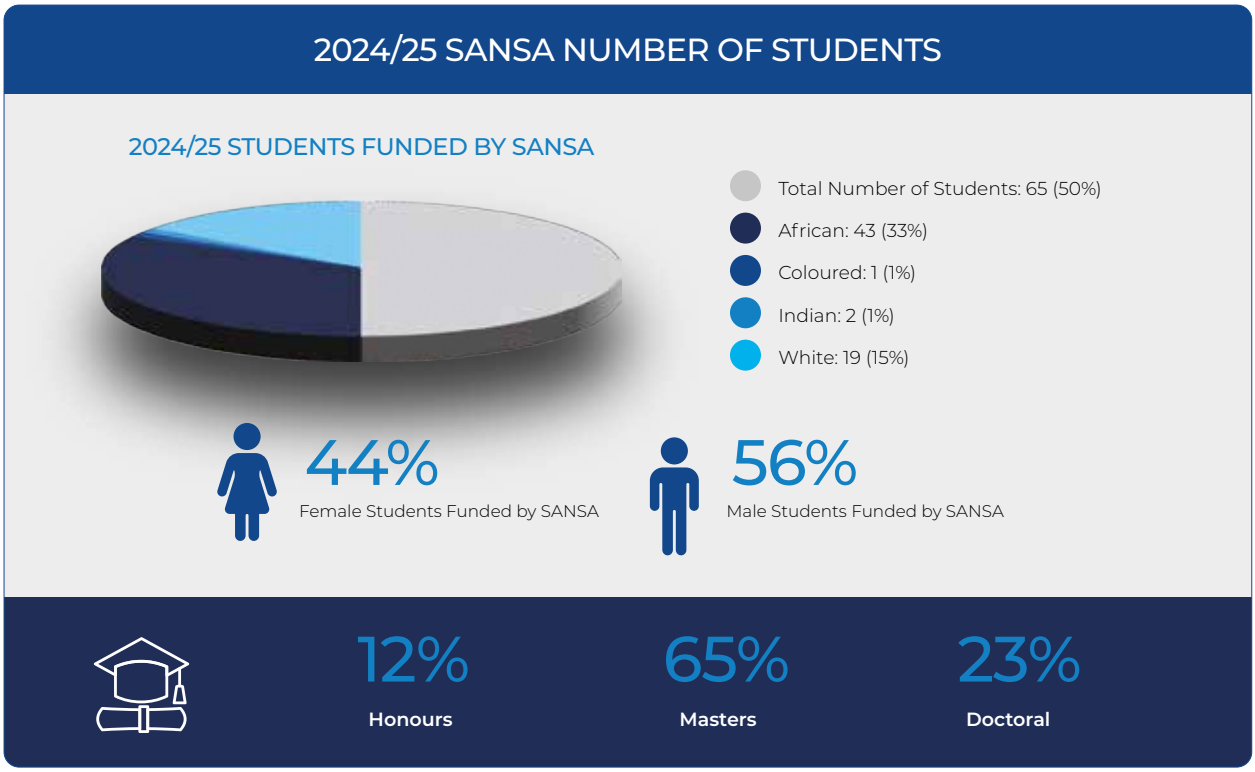



*Figure 5: 2024/25 Sansa Number of Students*

Each year, SANSA awards postgraduate bursaries (in STEM-elated studies) to cultivate a skilled talent pool that supports both the Agency and the growing local space industry. Based on data from the NRF dashboard (HEMIS – Students – National Research Foundation), the national average graduation rate for the period 2019–2021 stood at 28.83%. In contrast, SANSA achieved markedly higher outcomes, recording an average graduation rate of 45.8% for the same period and further improving to 51.8% over the extended period of 2019–2024.

These figures underscore SANSA's strategic effectiveness in fostering postgraduate student success. The institution's performance not only exceeds the national benchmark but also reflects its commitment to academic excellence, targeted student support initiatives, and a robust research environment. This sustained success positions SANSA as a national leader in postgraduate education.

For the 2024/25 financial year, SANSA, in partnership with the Department of Science and Innovation (DSTI), allocated a total of R6 million towards bursary funding. A total of 43 bursary offers were extended, with 40 students accepting the awards.

## EMPLOYMENT SURVEY OF SANSA ALUMNI

SANSA conducted an employment survey among its former bursary recipients and interns to assess the long-term success and impact of its bursary and internship programmes. The primary objective was to evaluate the current employment and academic status of alumni as an indicator of programme effectiveness.

The survey was distributed to 253 individuals, with a strong response rate of 81% (204 responses received).

Key findings include:

- 48% of respondents are currently employed in the formal job market
- 32% are continuing with further studies

These results offer valuable insights into the outcomes of SANSA's human capital development initiatives and will help guide future programme improvements and strategic planning.

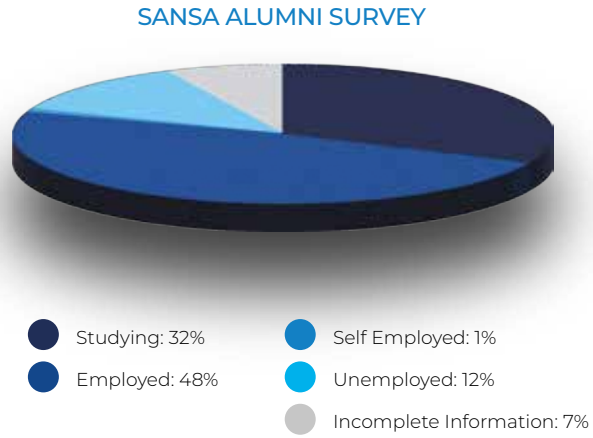



*Figure 6: SANSA Alumni Survey*

# 11. Overview of SANSA's Performance

## 11.1 SERVICE DELIVERY ENVIRONMENT

In the 2024/25 financial year, SANSA continued to operate in a dynamic environment marked by both progress and persistent challenges, reinforcing its critical role in advancing national priorities through innovative applications of space science and technology. Aligned to government objectives in disaster risk reduction, national security, and socio-economic development, SANSA demonstrated tangible impact and growing strategic value within the National System of Space Innovation.

A key achievement was the continued delivery of space weather services through Africa's first operational Space Weather Centre in Hermanus. The Centre provided real-time forecasts and alerts essential to aviation, defence, and the national power grid—sectors increasingly reliant on space-based infrastructure. SANSA's Earth observation services proved equally vital, supporting disaster response and planning during climate-related emergencies, including the provision of satellite imagery during localised flooding and severe storms, thereby contributing to the national climate resilience agenda.

The agency also advanced its public science engagement mandate, reaching over 60,000 learners, many from under-resourced communities, and investing in bursaries, internships, and research support to build South Africa's future space science talent pool. Internationally, SANSA enhanced South Africa's standing through ground station support for lunar and satellite missions, affirming the country's technical capacity while generating revenue and strengthening diplomatic ties.

The current economic environment, characterised by low levels of growth exacerbated by perpetual competing priorities of government, has reduced the availability of funding streams for SANSA and other similar public entities. Externally, persistent STEM skills shortages further challenged SANSA's dual role as service provider and talent pipeline. Despite these constraints, SANSA remains committed to strengthening its delivery capacity through targeted reforms, partnerships, and resilience-building initiatives.

The 2024/25 financial year reaffirmed SANSA's indispensable role in harnessing space science and technology to meet South Africa's development and strategic objectives. Despite fiscal and operational constraints, the agency maintained high-impact service delivery, expanded public engagement, and strengthened international partnerships. With a clear vision, SANSA remains poised to deepen its contributions to national resilience, innovation, and global competitiveness as it continues to navigate a complex and evolving service environment.

## 11.2 ORGANISATIONAL ENVIRONMENT

SANSA's delivery during the reporting period was driven by the following organisational programmes in accordance with the entity's five-year strategy:

(i) Programme 1: Administration;
(ii) Programme 2: Earth Observation;
(iii) Programme 3: Space Science;
(iv) Programme 4: Space Operations; and
(v) Programme 5: Space Engineering.

The agency's priorities during the 2024/25 financial year were informed by the following key objectives as provided in the SANSA Act:

- Promote the peaceful use of outer space,
- Support the creation of an environment conducive to industrial development in space technology,
- Foster research in space science, communications, navigation, and space physics,
- Advance scientific, engineering, and technological competencies and capabilities through human capital development outreach programmes and infrastructure development, and
- Foster international cooperation in space-related activities.

The Agency retained a reserved stance towards the establishment of its performance targets for the 2024/25 fiscal year, aligned with concerns around the availability of sufficient financial resources.

Progress was made in the filling of key Executive and identified critical roles. The positions of Executive Director (ED) Space Engineering and ED Earth Observations were filled by highly skilled and competent African Female and African Male individuals, respectively. The Board Secretary role was also filled during the reporting period by an experienced and competent African Male. Other critical roles filled were the Strategy Monitoring & Evaluation Manager role and Quality Assurance Manager role and thereby reducing the vacancy rate from 27% at the start of the financial year to 24% as at 31 March 2025.

During the 2024/25 financial year, SANSA's performance was measured against the nineteen (19) performance indicators outlined in the approved Annual Performance Plan and the entity concluded the year with sixteen (16) of these having been met, resulting in an 84% overall achievement of the planned annual targets.

## 11.3 KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The institutional policies and strategies, as reflected in the revised 2020 - 2025 Strategic Plan, remained relevant for the 2024/25 Financial Year.

## 11.4 INSTITUTIONAL REVIEW

Following an institutional review that was conducted on SANSA, the review panel had a total of eighteen (18) specific findings and recommendations for SANSA. SANSA management took some remedial actions to address the findings, and by 31 March 2025, 61% of the findings were addressed. Furthermore, the panel had recommended four (4) key initiatives for SANSA to implement. The initiatives were, namely, i) Implementation Plan of the Flagship Programme Campaign, ii) Identification of Space champions report, iii) Draft SANSA Implementation Plan for the 30-year NSP Business Case and iv) draft SANSA implementation plan for the National Telecommunications Satellite (Satcom) strategy. These initiatives were included as targets in the SANSA Annual Performance Plan for 2024/25.

SANSA achieved all the targets pertaining to the four initiatives by the end of the 2024/25 FY as per the recommendations of the institutional review. Further, in March 2025, SANSA provided a comprehensive report to the Minister of Science, Technology and Innovation, Dr Blade Nzimande, which provided a status update on the progress made on the

implementation of the review findings as well as an update specifically on the draft implementation plan for the 30-year NSP and the draft implementation plan for the Satcom strategy.

# 12. Overview of **Performance**

## 12.1 ACHIEVEMENT AGAINST REVISED STRATEGIC PLAN: OUTCOMES, INDICATORS AND TARGETS

There were nine (9) outcome indicators in the 2020/25 Revised Strategic Plan, with seven (7) of the 5-year targets achieved, while two targets were not. The table below reflects the achievement in relation to the outcome Indicators as per the Agency's revised 2020/25 Strategic Plan.

*Table 1: SANSA strategic outcomes, outcome indicators and five-year targets*

| OUTCOME | OUTCOME INDICATOR | BASELINE | 2024/25 TARGET | ACTUAL ACHIEVEMENT AS AT 31 MARCH 2025 | REASONS FOR DEVIATION | CORRECTIVE ACTION TO BE TAKEN IN THE NEXT PLANNING CYCLE |
|---|---|---|---|---|---|---|
| **MTSF 2019-2024: Priority 2 – Economic transformation and job creation** | | | | | | |
| **Outcome 1:** **Increased space-relevant knowledge that supports the developmental agenda** | O1.1. Average research publication rate for South African researchers in direct space-related areas | New outcome indicator | Average annual research publication rate of 3 for South African researchers in direct space-related areas | **11** | The overachievement in the average annual research publication rate was due to increased cooperation with academic institutions, targeted research funding, and a strategic focus on producing high-impact space research | No corrective action required |
| **MTSF 2019-2024: Priority 2 – Economic transformation and job creation** | | | | | | |
| **Outcome 2:** **Stimulated and growing, inclusive space sector** | O2.1. Average operational expenditure spend on SMEs | New indicator | Lower target: 20%<br>Desired target: 30%<br>Upper target: 40% | **42%** | A purposeful procurement strategy that prioritised inclusive sourcing and initiatives to promote local economic participation in accordance with national development priorities. | No corrective action required |
| **MTSF 2019-2024: Priority 3 – Education, Skills, and Health** | | | | | | |
| **Outcome 3:** **Increased human capacity for the implementation of key space initiatives** | O3.1. Percentage of graduated students to registered students in postgraduate space-related fields nationally | New indicator | Up to 20% of all registered (in space-related fields) postgraduate students graduate with space-related degrees | **29%** | Focused academic support programme. | No corrective action required |
| | O3.2. Percentage students and interns mentored by SANSA absorbed by the formal labour market | New indicator | Up to 50% of all students and interns mentored by SANSA absorbed by the formal labour market | **73%** | The growing demand for space science and technology skills, enhanced mentorship quality, and strengthened partnerships with industry, improved the employability of programme participants. | No corrective action required |

| OUTCOME | OUTCOME INDICATOR | BASELINE | 2024/25 TARGET | ACTUAL ACHIEVEMENT AS AT 31 MARCH 2025 | REASONS FOR DEVIATION | CORRECTIVE ACTION TO BE TAKEN IN THE NEXT PLANNING CYCLE |
|---|---|---|---|---|---|---|
| **MTSF 2019-2024: Priority 1 – A capable, ethical, and developmental State** | | | | | | |
| **Outcome 4:**<br>**SANSA positioned as a key enabler for the implementation of government's space-related policies** | O4.1. Percentage of government departments and public entities that are using space products and services | 42% of government departments and public entities that are using space products and services | 80% of government departments and public entities that are using space products and services | **74%** | The deviation can be attributed to delays in the development of decision support tools, stemming from technical complexities, resource constraints, and the need for extended stakeholder consultations to ensure relevance and usability. | Deployment of decision-support tools and other solution-driven offerings. |
| | O4.2. External audit outcome | Unqualified audit opinion with material findings | Achieve and maintain an unqualified audit opinion with no material findings | **Achieved and maintained an unqualified audit opinion with no material findings for 2021 -2025 FY** | Improved financial governance practices, strengthened internal controls, and reinforced compliance monitoring. | No corrective action required |
| **MTSF 2019-2024: Priority 2 – Economic transformation and job creation** | | | | | | |
| **Outcome 5:**<br>**Enabling infrastructure developed and upgraded to support the space sector value chain** | O5.1. Percentage growth in the Rand value of the national infrastructure asset base | R473.7 million value of the national infrastructure asset base | Lower target: 25%<br>Upper target: 50% | **14%** | The slower-than-anticipated implementation of infrastructure projects was primarily attributed to the multiyear nature of projects, which involve long-lead items, external dependencies and reliance on partner timelines. | Priorities for the next planning cycle include the rollout of key infrastructure projects under the SIH, such as EOSAT-1, the AIT upgrade project and the establishment of the Deep Space ground station in Matjiesfontein. |
| **MTSF 2019-2024: Priority 7 – A better Africa and World / Priority 2 – Economic transformation and job creation** | | | | | | |
| **Outcome 6:**<br>**Increased participation of the national space programme in the regional and global space market** | O6.1. Percentage growth in revenue generated from space products and applications | R405m from Space Operations (based on the previous five-year term) | Lower Target: 5% (primarily through space operations)<br>Upper Target: 8%<br>(Including potential new revenue streams from products and applications to be developed once the market analysis has been completed) | **61%** | Increased demand for space operations and other space-based value-added services, coupled with faster-than-anticipated market uptake. | No corrective action required |
| | O6.2. Percentage growth in products and services provided to the market | New indicator | Lower target: 20%<br>Upper target: 40% | **200%** | Driven by higher-than-anticipated demand and strategic partnerships that enabled broader market reach. | No corrective action required |

## 12.2 SUMMARY OF 2024/25 ACHIEVEMENT OF STRATEGIC OUTPUTS

An overview of the Agency's progress towards achieving its planned annual targets for the 2024/25 financial year is depicted in the Figure below. A total of nineteen (19) performance indicators were due for delivery and reporting during the period under review.

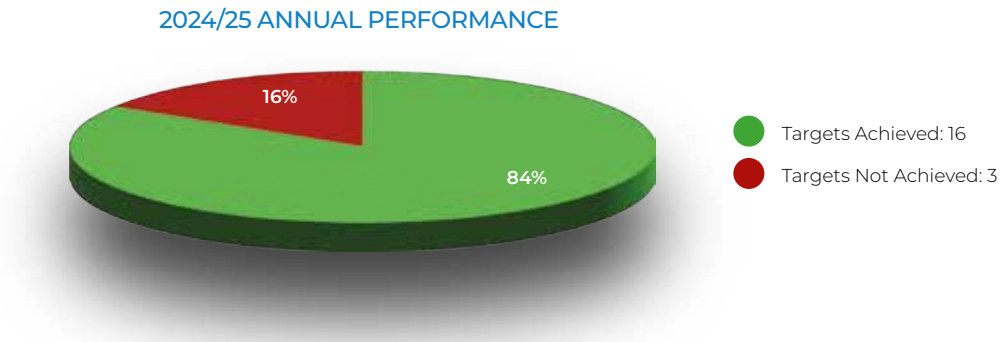



*Figure 7: Summary of Annual Performance*

SANSA was at an 84% performance achievement with the following targets having remained unmet at year-end:

- **2.2.1. Total capital expenditure on building the national space capability**

  The observed deviation in programme spending reflects the multi-year nature of the projects, specifically the SIH projects (MTJ, EOSat-1, and AIT upgrade), where expenditure patterns are influenced by the specific timelines and milestones outlined in the project plans. Cash flow projections for the 2025/26 financial year have been aligned more closely with anticipated project progress to support smoother implementation.

- **5.1.1. Percentage progress towards a developed Matjiesfontein deep space facility**

  The project has not met the established timelines due to unforeseen delays: Cancellation of commercial power tender due to unaffordability of bids received. The perimeter fence tender was cancelled after the initially awarded supplier withdrew, citing an underestimation in their quoted pricing. To mitigate the impact, diesel generators will be utilised in the interim to maintain progress on critical project activities. A new contractor for the perimeter fence has since been appointed to proceed with the installation, minimising further delay to the project schedule.

- **5.1.2. Percentage progress towards a developed Space Infrastructure Hub (SIH)**

  The initial RFI process was delayed, and subsequently, the RFP process was non-responsive. A recovery contingent plan was developed to insource design resources within Denel.

## 12.3 CONSOLIDATED PERFORMANCE INFORMATION

*Table 2: Consolidated Annual Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | VARIANCE AGAINST 2024/2025 TARGET |
|---|---|---|---|---|---|---|
| **O1** **Increased space-relevant knowledge that supports the developmental agenda.** | 1.1.1. National research productivity score for supported R&D | 1 660.74 | 1616.5 | 1 250 | **1 807.12** | + 557.12 |
| **O2** **Stimulated and growing, inclusive space sector.** | 2.1.1 Percentage contract operational expenditure spend on SMEs | 43% | 45% | 40% | **53%** | + 13% |
| | 2.1.2. Percentage total expenditure spend on Black-owned businesses | - | New Indicator | 45% | **49%** | + 4% |
| | 2.2.1. Total capital expenditure on building the national space capability | R61.8 million | R34.3 million | R375 million | **R80.4 million** | - R294.6 million |
| **O3** **Increased human capacity for the implementation of key space initiatives.** | 3.1.1. Number of youth directly engaged on space- related sciences | 54 351 | 73 426 | 48 500 | **60 312** | + 11 812 |
| | 3.2.1. Number of students and interns supported for formalised training | 73 | 90 | 72 | **84** | + 12 |
| **O4** **SANSA is positioned as a key enabler for the implementation of government's space- related policies.** | 4.1.1. Number of initiatives to transform SANSA into a high-performing Agency | 2 (Change Management Process; Online Performance Management System) | 3 | 3 | **3** | 0 |
| | 4.2.1 Percentage implementation of External Audit Action Plan | 69% | 100% | 95% | **100%** | + 5% |
| | 4.3.1. Number of joint initiatives undertaken through formal international partnerships | 18 | 19 | 26 | **51** | + 25 |
| | 4.3.2. Number of joint initiatives undertaken through formal African partnerships | 14 | 15 | 18 | **25** | + 7 |

*Table 2: Consolidated Annual Performance: 2024/25 Financial Year (continued)*

| OUTCOME | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | VARIANCE AGAINST 2024/2025 TARGET |
|---|---|---|---|---|---|---|
| **O4 SANSA is positioned as a key enabler for the implementation of government's space- related policies.** (continued) | 4.3.3. Number of joint initiatives undertaken through formal National partnerships | 22 | 17 | 27 | **36** | + 9 |
| | 4. 4.1. Number of awareness and training interventions to key users of space-related products and services | 27 | 22 | 12 | **17** | + 5 |
| | 4.5.1. Number of additional government departments and public entities that are using space products and services | 15 | 14 | 16 | **19** | + 3 |
| | 4.6.1. Number of Institutional Review Strategic Initiatives | - | New Indicator | 4 | **4** | 0 |
| **O5 Enabling infrastructure developed and maintained to support the space sector value chain** | 5.1.1. Percentage progress towards a developed Matjiesfontein deep space Facility | 100% | 25% | 70% of Matjiesfontein deep Space facility Project plan executed | **52%** | - 18% |
| | 5.1.2. Development of the Space Infrastructure Hub (SIH) | Contracting and acquisition of the SIH phase I mission system not concluded by year-end | 7% | 50% of EO-sat 1 Completion project completed | **17%** | - 33% |
| | 5.1.3. Percentage progress towards an upgraded Assembly, Integration, and Testing (AIT) Facility | 0% | 0% | 50% of upgraded AIT facility project plan executed | **54%** | + 4% |
| **O6 Increased participation of the National Space Programme (NSP) in the regional and global space market.** | 6.1.1. Number of products and applications | 9 | 14 | 7 | **15** | + 8 |
| | 6.2.1. Rand value of total revenue generated from all space applications and services | R105.2 million | R149.2 million | R263.09 million | **R284.8 million** | + R21.7 million |

# 13. Performance Information by Programme

## 13.1 Programme 1: Administration

### PROGRAMME PURPOSE

The Administration Programme provides management, administrative and technical support at an Enterprise level across the organisation. This facilitates operational efficiency and cost-effective management, alignment with sound governance principles and the seamless integration and collaboration within the organisation.

The focus of the Administration Programme during the reporting period was to ensure efficient and effective execution of the Agency's mandate, a strong focus on new business development, strategic leadership, effective engagement with key stakeholders, and the impactful communication and promotion of SANSA's activities.

In contributing towards the SANSA impact of *"A sustainable South African space sector that contributes meaningfully to socio-economic development across the African continent"*, the Administration Programme delivers against the following outcome and five-year targets in the approved Strategic Plan:

Outcome 2: Stimulated and growing, inclusive space sector; and Outcome 4: SANSA positioned as a key enabler for the implementation of the government's space- related policies.

### PERFORMANCE AGAINST OUTCOMES

#### OUTCOME 2: STIMULATED AND GROWING, INCLUSIVE SPACE SECTOR.

SANSA aimed to contribute to Outcome 2 by supporting SMMEs and black-owned (51% ownership) businesses in targeted expenditure. SANSA spent 53% of its operational expenditure on SMMEs and 49% on Black-owned businesses.

#### OUTCOME 4: SANSA POSITIONED AS A KEY ENABLER FOR THE IMPLEMENTATION OF GOVERNMENT'S SPACE-RELATED POLICIES.

The programme prioritised three initiatives in the reporting period aimed at transforming SANSA into a high-performing Agency, namely: (i) Initiatives to embed values and Culture; (ii) Skills Audi project plan; (iii) Implementation Plan for Coaching for Executives and Managers on the Values-Driven Performance Management System. SANSA sought to ensure that previously identified audit findings were resolved through continuous monitoring and implementation of the entity's Audit Action Plan. The entity implemented 100% of the Audit Action Plan.

The programme also prioritised four strategic initiatives towards the implementation of the Institutional Review Action Plan, namely: (i) Implementation Plan of the Flagship Programme Campaign; (ii). Report of identified space champions; (iii). Draft SANSA Implementation Plan for the 30-year NSP Business Case and (iv). Draft SANSA Implementation Plan for SatComs.

## PROGRAMME 1: PERFORMANCE AGAINST 2024/25 OUTPUT INDICATORS AND TARGETS

*Table 3: Administration Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | PLANNED ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2024/2025 | REASON FOR DEVIATIONS |
|---|---|---|---|---|---|---|---|---|
| **ADMINISTRATION PROGRAMME** | | | | | | | | |
| **O2 Stimulated and growing, inclusive space sector.** | 2.1 Targeted expenditure | 2.1.1. Percentage operational expenditure spend on SMMEs | 43% | 45% | 40% | **53%** | + 13% | The target was exceeded due to the prioritisation of operational expenditure towards SMMEs during the financial year, which led to increased support and disbursements beyond the initial projections. |
| | | 2.1.2. Percentage total expenditure spend on Black- owned businesses | - | New Indicator | 45% | **49%** | + 4% | The target was slightly exceeded due to a deliberate focus on procurement from black-owned businesses during the financial year, which resulted in marginally higher spend than initially projected. |
| **O4 SANSA re-positioned as a key enabler of government's space – related policies.** | 4.1 High-performance initiatives implemented | 4.1.1 Number of initiatives to transform SANSA into a high-performing Agency | 2 (Change Management Process; Online Performance Management System) | 3 | 3 | **3** | No deviation | Not applicable |
| | 4.2. External audit actions implemented | 4.2.1. Percentage implementation of External Audit Action Plan | 69% | 100% | 95% | **100%** | + 5% | Continuous monitoring of the external audit action plan resulted in all outstanding external audit findings (2022/23) being resolved. |
| | 4.6. Institutional Review strategic initiatives implemented | 4.6.1 Number of Institutional Review Strategic Initiatives | - | New Indicator | 4 | **4** | No deviation | Not applicable |

The Administration had five (5) Output indicator targets for the 2024/25 financial year, of which all 5 were achieved (100%).

## KEY PARTNERSHIPS AND ENGAGEMENTS

SANSA is party to several national, continental, and international partnership agreements at a corporate level. The Agency also has programme specific arrangements either through agreements, projects, or contracts.

## NATIONAL STAKEHOLDER ENGAGEMENTS

### DEPARTMENT OF SCIENCE TECHNOLOGY AND INNOVATION (DSTI)

The Deputy Minister of Science Technology and Innovation, Ms Nomalungelo Gina, was hosted at SANSA Space Operations on the 1 October 2024; and the Science Technology and Innovation Parliamentary Portfolio Committee (PPC) on the 10 October 2024. These were orientational visits wherein SANSA's Annual Report, institutional activities, strategic priorities and required support interventions were presented. Our esteemed visitors also toured our internationally renowned Ground Station Facility.

## NATIONAL SPACE CONFERENCE

Supported by the South African Airforce and the Department of Science Technology and Innovation(DSTI), SANSA and the National Earth Observation Space Secretariat (NEOSS), hosted the 2nd Edition of the National Space Conference from the 28 – 30 August 2024 at the CSIR ICC, where the SANSA CEO Mr. Humbulani Mudau gave a Keynote Address on "A decade of Innovation: SANSA's journey in Space Science and innovation", and further participated as a panellist alongside the DSTI and DIRCO Officials on a Special Session: "International Collaboration for Sustainable Development Goals". The National Space Conference coincided with a visit by African Heads of Space Agencies who were warmly welcomed at the event.

## COUNCIL FOR SCIENTIFIC AND INDUSTRIAL RESEARCH (CSIR)

The CEOs of SANSA and the CSIR met during the Africa Aerospace and Defence Exhibition and Airshow, to conclude and renew their lapsed cooperation agreement, which has since been signed.

## COUNCIL FOR GEOSCIENCE (CGS)

The CGS CEO Mr Mosa Mabuza hosted SANSA CEO Mr Humbulani Mudau for the signing ceremony of the SANSA CGS cooperation agreement whose focus is on data and resource sharing, and applications development in geoscience.

## NATIONAL RESEARCH FUND (NRF)

In partnership with the NRF, SANSA hosted the launch of our New Earth Observations Frontiers Small, Medium and Micro Enterprises Innovation Support Fund Programme Call, where 8 SMMEs (4 male, 4 female-owned) were funded to the tune of R8 million collectively. During the launch, SANSA CEO delivered a Keynote Address highlighting the importance of the NEOFrontiers Innovation Support Programme in responding to South African socio-economic challenges.

## NATIONAL SCHOOL OF GOVERNMENT (NSG)

The National School of Government and SANSA have concluded a skills and capacity development Memorandum of Agreement, which focuses on capacitating the SANSA employees in reaching required government practice and service standards.

## WATER RESEARCH COMMISSION (WRC)

Following the signing of the SANSA and Water Research Commission cooperation agreement, the two institutions concluded on projects to implement.

## INTERNATIONAL ASTRONOMICAL UNION (IAU) GENERAL ASSEMBLY

The International Astronomical Community gathered in Cape Town on the 6-15 August 2024, for the IAU General Assembly, hosted by the National Research Fund (NRF) and the Department of Science, Technology and Innovation (DSTI). SANSA exhibited and hosted a delegate visit to SANSA Hermanus Site during this time. Furthermore, SANSA CEO attended high-level sessions with the Minister and astronomy stakeholders.

## EARTH OBSERVATION FOR CLIMATE CHANGE

The Earth Observation team hosted a stakeholder engagement meeting on Earth Observation for Climate Change. The event aimed to showcase existing earth observation tools that support climate strategies, promote awareness of ongoing initiatives, and gather user feedback to enhance current efforts in climate change adaptation and mitigation.

## CAPACITY BUILDING IN EARTH OBSERVATION

The EO team hosted a series of training workshops under the umbrella title of "The use of Earth Observation data and geospatial technology to support decision-making" to empower authorities and decision-makers to incorporate EO into their business operations, focusing on spatial planning, environmental management, natural resource utilisation, and disaster management and

reporting. The workshops targeted municipal and government officials, industry, as well as researchers and students specialising in remote sensing fields. The first of these capacity building workshops was hosted in partnership with academic institutions, industry, and SANSA. The Workshop was titled: The Introduction to Earth Observation and Geospatial Technology - focusing on the fundamentals and applications of remote sensing and Geospatial technologies, and was attended by 54 participants from government departments, district municipalities, academia, and private sector.

### CAPACITY BUILDING IN SPACE RESOURCES MANAGEMENT

SANSA supported and contributed to a Space Resources related Workshop hosted by the Intergovernmental Committee on Peaceful uses of Outer Space and the development of Space Science and Technology (the DSTI; SANSA; DIRCO; the dtic; DCDT) at the CSIR ICC, providing a presentation on the Objectives of the International Lunar Research Station (ILRS) and South Africa's role in the ILRS projects.

## CONTINENTAL STAKEHOLDER ENGAGEMENTS

### NEWSPACE AFRICA CONFERENCE

A SANSA delegation attended, participated and exhibited at the NewSpace Africa Conference held in Luanda, Angola. The SANSA CEO participated in a Heads of African Space Agencies Plenary Session titled "Status Updates on Africa Space Agencies' Activities" and Ms Asanda Ntisana the Acting Executive Director: Earth Observations moderated a Ministerial Panel alongside the Angolan Minister of Telecommunications, Information Technologies and Social Communication; Angola, and the Commissioner for Education, Science, Technology and Innovation (ESTI) of the African Union. The conference was attended by Heads of Space Agencies and high- level delegates from both Government and Industry across the African continent. On the sidelines of NewSpace, SANSA held bilateral engagements with African Space Agencies to strengthen and establish strategic partnerships.

### TANZANIAN MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

SANSA held a bilateral engagement with the Tanzanian Ministry of Education, Science and Technology to discuss potential collaboration in the areas of Satellite Communications; Applications Development; and for SANSA together with DSTI and the dtic to assist in the development of a Space Policy and Strategy for the Government of Tanzania. The SANSA CEO also extended an invitation to the Tanzanian delegation to visit SANSA Facilities.

### NATIONAL REMOTE SENSING CENTRE OF ZAMBIA (NRSCZ)

Following the African Heads of Space Agencies Forum and the 2nd edition of the National Space Conference, SANSA and the Zambian National Remote Sensing Centre (NRSCZ) held a bilateral meeting to discuss a mechanism to formalise the collaboration between the two institutions.

### LIBYAN MINISTRY OF ENVIRONMENTAL AFFAIRS

The SANSA CEO supported by the Department of Science Technology and Innovation (DSTI) held an introductory meeting with the Libyan Minister of Environmental Affairs. SANSA gave a brief overview of the products and services offered through their Earth Observation programme. The Minister and the SANSA CEO concluded on the development of a concept note on potential areas to be proposed for the cooperation arrangement, which has since been share with the Minister.

### ANGOLA

The NEOFrontiers Fund winners formed part of a SANSA delegation to the Angola Space Program Management Office (GGPEN) for bilateral discussions on the provision of Geospatial Mapping Solutions for Angola and support services to their ANGOSAT 2 Satellite Connectivity. Furthermore, the SANSA GGPEN MoU was discussed and is was finalised for signing at Angola's ICT Forum (ANGOTIC).

### SPACE SCIENCE AND GEOSPATIAL INSTITUTE (SSGI)

Following the signing of the Memorandum of Understanding, SANSA supported by the Department of Science Technology and Innovation delegation held a bilateral engagement with Dr Yeshurun Alemayehu the Deputy Minister of the Ethiopian Ministry of Innovation and Technology to discuss the relationship and the implementation of the signed MoU. The Deputy Minister highlighted the Ethiopian Government areas of interest, which include the establishment of a CubeSat Programme.

### ALGERIAN SPACE AGENCY (ASAL)

In preparation for the 7th Session of the Algerian-South African High Bilateral Joint Commission, scheduled to take place during the State visit to Algeria of the President of the Republic of South Africa in December 2024; SANSA visited ASAL to review and finalise the renewal of their cooperation agreement and resuscitate discussions on the joint development of Earth Observations satellites.

### UNIVERSITY OF JUBA

The Department of Science Technology and Innovation, through the Embassy of South Africa in Juba facilitated an opportunity of collaboration between SANSA and the University of Juba. SANSA formed part of the DSTI delegation at the South Africa-South Sudan Joint Technical meeting in South Sudan. SANSA committed to collaborating with University of Juba in the establishment of Mayardit Academy of Space Science, furthermore, extended an invitation to the University to participate in the Africa Heads of Space Agency Forum hosted by SANSA.

### AFRICAN HEADS OF SPACE AGENCIES FORUM

A Forum of African Heads of Space Agencies constituting representatives from eleven African space agencies, including Angola, DRC, Egypt, Ghana, and Gabon. The Space Leaders explored the South African space infrastructures, Space Industry (New Space & Cube Space) and Academic Institutions (CPUT) was hosted by SANSA. The leaders also attended and participated at the

National Space Conference by giving response remarks during a Special Session: "International Collaboration for Sustainable Development Goals". On the sidelines of these engagements, SANSA and the Gabonse Space Agency (AGEOS) tabled a joint press release on strengthening their cooperation. Furthermore, SANSA signed a Memorandum of Understanding with the Ghana Space Science and Technology Institute focusing on capacitating both countries in the areas of Earth Observations and Space Operations.

### NEW SPACE HORIZON CONFERENCE

The SANSA CEO attended the New Space Horizons Conference Africa and the Middle East 2024 hosted by the Egyptian Space Agency (EgSA). On the margins of the conference, SANSA held a bilateral meeting with EgSA to discuss the implementation of their joint development of the SAR Project. The two institutions appointed Working Group members to participate in technical and governance matter relating to the project.

## INTERNATIONAL STAKEHOLDER ENGAGEMENT

### BRICS

A BRICS Heads of Space Agencies Meeting was convened in Moscow, Russia under the Presidency of ROSCOSMOS. The purpose of the meeting was to welcome the BRICS plus space agencies; discuss the way forward on the BRICS Remote Sensing Satellite Constellation Agreement and the possibility of including new members of BRICS. Discussions on the establishment of a BRICS Space Council were initiated. On the margins of the Heads of Space Agencies Meeting SANSA signed an MoU with the Ethiopian Space Science and Geospatial Institute (SSGI). The MoU will focus joint mission development; capacity building and knowledge sharing in the areas of space science and technology.

### G20 SPACE ECONOMY LEADERS MEETING (G20 SELM)

SANSA, a member of the G20 SELM Troika, and incoming chair of G20 SELM participated and contributed to the 5th G20 SELM hosted by the Brazilian Space Agency (AEB).

### INTERNATIONAL ASTRONAUTICAL CONGRESS (IAC)

SANSA supported by the Department of Science Technology and Innovation (DSTI) attended and exhibited with South African Space Industry at the 75th International Astronautical Congress (IAC) in Milan, Italy hosted by Italian Association of Aeronautics and Astronautics (AIDAA) from the 14 – 18 October 2024 with side meeting from 10th October 2024. The theme for the 75th IAC was "Responsible Space for Sustainability". SANSA held bilateral engagements to strengthen and establish new partnerships. SANSA through Ms Asanda Ntisana, who is a Member of the International Astronautical Federation Bureau, continues to play a leading role in strategic international relations on behalf of the continent.

### EUROPEAN SPACE AGENCY (ESA)

A bilateral meeting was held with the ESA Director General during the IAC in Milan and the discussions highlighted the importance of the establishment of a Joint Working Group on Space Weather, to develop and implement the Joint Space Science Mission concept that has been under discussion for a while now. The SANSA CEO also gave high-level overview of South African key projects in Space Sector.

### GERMAN AEROSPACE CENTRE (DLR) GERMAN SPACE AGENCY

SANSA CEO held an engagement with the Director General German Space Agency Mr Walther Pelzer to resuscitate the relationship between SANSA and DRL and to also formally introduce the German Space Agency. Discussions are underway on the conclusion of a cooperation agreement through the German Space Agency.

### SPACE GENERATION CONGRESS

On the margins of the build-up to the IAC 2024 Milan, SANSA participated at the 22nd Space Generations Congress panel discussion: "Bridging the Gap: International Collaboration for Emerging Space Nations" alongside the President of the Italian Space Agency.

### UNITED KINGDOM SPACE AGENCY (UKSA)

Following engagements during the G20 Space Economic Leaders Meeting in Brazil, SANSA and the UKSA met to discuss implementation of their cooperation agreement through Industry Development and through the continuation of the UK Space Academy on capacitating SANSA space education offerings.

### NORWEGIAN SPACE AGENCY (NOSA)

SANSA CEO met with the NOSA Director General, Christian Hauglie-Hanssen to discuss potential areas of collaboration, identifying: SAR technology development; Industry development; Space situational Awareness; Coastal monitoring and Maritime Surveillance as key focus projects.

### AEROSPACE INFORMATION RESEARCH INSTITUTE CHINESE ACADEMY OF SCIENCE (AIR CAS)

The Chinese Embassy in Pretoria presented an opportunity to for SANSA and AIR CAS on the establishment of a Joint Research Lab. Technical teams from both institutions discussed the project termed as the China-South Africa Belt and Road Joint Laboratory on Aerospace Information Technology and Applications. Subsequently a joint proposal facilitated through AIR CAS was submitted to the Chinese Ministry of Science and Technology (MOST). The Department of Science Technology and Innovation has supported the initiative between the institutions through an endorsement letter. As part of the requirements SANSA and AIR CAS signed the Memorandum of Understanding (MoU) for the establishment of the China-South Africa Belt and Road joint laboratory on aerospace information technology and applications.

### INSTITUTE OF BIOMEDICAL PROBLEMS RUSSIAN ACADEMY OF SCIENCES (IMBP RAS)

SANSA and the IMBP RAS signed a memorandum of understanding, following discussions initiated by SANSA on the inclusion of South African scientists in IBMP projects “on conducting fundamental research in the field of space biology and medicine; medical and biological support of crewed space flights; development of methods and means of ensuring safety and life, preserving health, and maintaining human performance in extreme conditions”.

### ROSCOSMOS GLAVKOSMOS

As part of the development of South Africa’s indigenous space launch capability and space infrastructure, SANSA hosted a ROSCOSMOS and GLAVKOSMOS delegation at the Overberg Testing Range. SANSA was supported by the Department of Science Technology and Innovation (DSTI) and relevant stakeholders impacted by South Africa’s development in space.

## UNITED NATIONS CONFERENCE AND SIDE EVENT ON SUSTAINABLE LUNAR ACTIVITIES

The SANSA CEO Mr Humbulani Mudau participated as a panellist at a United Nations Conference under the theme "Sustainable Lunar Activities" in Vienna Austria. The conference was attended by Heads of Space Agencies and high-level speakers from government, industry, and civil society from different countries. The event concluded that there is indeed a need for joint efforts on establishing a regime on the implementation of lunar activities. Furthermore, SANSA formed part of the follow-up side-event discussions on Lunar Activities as panellist at the UN Conference, providing reflections on the Conference and assisting in determining a way forward.

## UNITED NATIONS COMMITTEE ON THE PEACEFUL USES OF OUTER SPACE (UNCOPOUS)

SANSA participated in the 67th Session of the UNCOPOUS held Vienna, Austria, providing support to the South African Intergovernmental Committee on Space Affairs, the South African Mission in Vienna on South Africa's interventions and technical discussions.

## HUMAN RESOURCE MANAGEMENT

SANSA made notable strides in strengthening its human capital strategy during the 2024/25 period. The organisation revised its core values and laid the groundwork for a Values Activation Campaign, which was launched in 2025, aiming to embed these values throughout the Agency. Significant progress was achieved in talent management, marked by the completion of a comprehensive Skills Audit and the initiation of a coaching programme for Executives and Line Managers.

The implementation of an automated Performance Management System improved the efficiency of key HR processes, including performance contracting, feedback delivery, and reviews. Training and development remained a priority, with employees receiving study assistance for formal education and participating in targeted training interventions to enhance their skills and contribute effectively to SANSA projects and deliverables.

## COMMUNICATIONS AND MEDIA RELATIONS

In 2024/25, SANSA advanced its strategic communications objectives, significantly enhancing awareness and visibility of the Agency. Increased stakeholder engagement, evidenced by a rise in sponsorship, partnership, and exhibition requests, reflects growing recognition of SANSA's mandate and value proposition across the sector as stakeholders learn about SANSA through media and other activations.

The Communications function continued to play a pivotal role in strengthening SANSA's brand, both internally and externally. Internal communications focused on fostering organisational cohesion and alignment by promoting strategic initiatives and institutional priorities. Regularly hosted SANSA Space Talks supported knowledge sharing and cultivated interest in the broader space ecosystem.

Externally, SANSA deepened its stakeholder engagement through active participation in key national and international platforms. These engagements showcased the Agency's capabilities, expanded its reach, and positioned it as a credible partner in the space sector. As demand for strategic visibility increases, the Agency acknowledges the need for innovative, resource-efficient communication approaches to sustain momentum in a constrained economic climate.


*Stakeholder engagements by SANSA teams around the country*

Media is a valuable stakeholder, and greater efforts have been made to share SANSA content and build brand equity. The efforts have resulted in an Advertising Value Equivalency (AVE) of R34 949 284 and an accompanying circulation number of 508 634 920.


*Some of the media coverage obtained over the financial year*

## ENTERPRISE RISK MANAGEMENT

A comprehensive strategic risk assessment was successfully facilitated. The process included all managers, the Executive Committee (EXCO), and the Board. This approach ensured broad participation and alignment of risk priorities across the organisation.

The review and update to the risk appetite and tolerance were undertaken in alignment with SANSA's 2025– 2030 strategy. This supported the development of risk thresholds, ensuring risk-informed and consistent decision-making aligned with SANSA's strategic direction. Project-specific risk assessments were conducted across key initiatives to improve the likelihood of successful delivery. These included the development of project risk management plans, which proactively address potential challenges.

Business continuity plans were finalised during the year, followed by exercises designed to test and strengthen the Agency's ability to maintain critical operations during disruptive events. These efforts aim to enhance organisational resilience and operational continuity.

Collectively, these initiatives support the ongoing integration of risk management into SANSA's culture, processes, and strategic planning.

## FRAUD RISK MANAGEMENT

Multiple reporting platforms remain in place to enable employees, suppliers, and members of the public to report actual, suspected, or alleged fraud. Communication around these channels has been strengthened to promote awareness and uphold principles of clean governance. All reported fraud-related cases for the reporting period were reviewed and finalised, with no outstanding matters, demonstrating SANSA's commitment to transparency, accountability, and ethical conduct.

# 13.2 Programme 2: Earth Observation

## PROGRAMME PURPOSE

The Earth Observation (EO) programme provides for the development and promotion of Earth observations products for socio-economic development and improved livelihoods in South Africa and the African continent. The objective is to collect, assimilate and disseminate Earth observation data and products to support South Africa's policy-making and implementation for socio-economic growth through areas that include food security, water resource management, integrated spatial planning and land reform, disaster management, peace and security, oceans economy and global change.

The EO Programme delivered against the following outcome and five-year targets in the approved Strategic Plan:

### OUTCOME 1: INCREASED SPACE RELEVANT KNOWLEDGE THAT SUPPORTS THE DEVELOPMENTAL AGENDA.

In increasing space related knowledge that support the developmental agenda, the EO Programme has achieved a research productivity score of 431.3 against a targeted score of 150 for the financial year.

### OUTCOME 2: STIMULATED AND GROWING, INCLUSIVE SPACE SECTOR

The EO Programme's total capital expenditure on building the national space capability exceeded a planned target of R9 million with an achievement of R9.9 million and thus contributing to stimulated and growing, inclusive sector.

### OUTCOME 3: INCREASED HUMAN CAPACITY FOR THE IMPLEMENTATION OF KEY SPACE INITIATIVES.

In contribution to outcome 3, the EO Programme has conducted countrywide engagements with youth on space related sciences and thus reaching a total of 45 000 youths for the financial year. The engagements targeted schools and the public across different provinces in the country.

### OUTCOME 4: SANSA POSITIONED AS A KEY ENABLER FOR THE IMPLEMENTATION OF GOVERNMENT'S SPACE-RELATED POLICIES.

Strategic positioning of EO Programme to enhance the Agency's competitiveness within the local, African, and global space sector remains a priority and as such, the programme has exceeded all the set targets for joint initiatives undertaken through formal partnerships.

The Programme has capacitated users and promoted the uptake of space products and services towards informed decision-making by conducting 17 awareness and training interventions to key users of space-related products and services. The interventions include a set curricular and tailormade, thematic and specific user- focused training.

SANSA has worked with government departments and public entities to ensure an increase in the utilisation of space products and services and thus ensured that a total of 19 departments and entities received support from the Entity during the year under review.

### OUTCOME 6: INCREASED PARTICIPATION OF THE NATIONAL SPACE PROGRAMME IN THE REGIONAL AND GLOBAL SPACE MARKET.

The EO Programme has contributed to Outcome 6 by ensuring the distribution of operational EO applications with high socio-economic benefits and has achieved 7 products, applications, and services by the end of the financial year.

Revenue generation is critical in enabling reinvestment in capacity and capability development to support SANSA strategic objectives. The EO Programme has generated a total of R66.27 million from space applications and services against the annual target of R50 million.

## PROGRAMME 2: PERFORMANCE AGAINST 2024/25 OUTPUT INDICATORS AND TARGETS

*Table 4: Earth Observation Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | PLANNED ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2024/2025 | REASON FOR DEVIATIONS |
|---|---|---|---|---|---|---|---|---|
| **EARTH OBSERVATION PROGRAMME** | | | | | | | | |
| **O1** **Increased - space relevant knowledge that supports the developmental agenda.** | 1.1. National research and development output in space-related sciences | 1.1.1. National research productivity score for supported R&D | 488.70 | 350.24 | 150 | **431.3** | + 281.3 | Target exceeded due to the publishing of large volumes of journal articles submitted for peer review. |
| **O2** **Stimulated and growing, inclusive space sector** | 2.2. SANSA capital expenditure on building the national space capability | 2.2.1. Total capital expenditure on building the national space capability | - | - | R9 million | **R 9.9 million** | + R951 835 | Target exceeded due to CAPEX expenditure related to SIH. |
| **O3** **Increased human capacity for the implementation of key space initiatives.** | 3.1. Youth awareness of space-related sciences | 3.1.1. Number of youth directly engaged on space-related sciences | 42 707 | 58 076 | 41 000 | **45 000** | + 4 000 | Several opportunities to engage youth were capitalised on during the FY. |
| **O4** **SANSA positioned as a key enabler of government's space–related policies** | 4.3. Joint space programme initiatives undertaken through partnerships (Focus on strategic partnerships) | 4.3.1. Number of joint initiatives undertaken through formal international partnerships | 7 | - | 10 | **13** | + 3 | Opportunities to engage and collaborate with international partners were capitalised on. |
| | | 4.3.2. Number of joint initiatives undertaken through formal African partnerships | 7 | - | 8 | **10** | + 2 | Opportunities to engage and collaborate with African partners were capitalised on. |
| | | 4.3.3. Number of joint initiatives undertaken through formal National partnerships | 13 | - | 14 | **14** | 0 | Not Applicable |
| | 4.4. Awareness and training to key users of space-related products and services | 4.4.1. Number of awareness and training interventions to key users of space- related products and services | 16 | 22 | 12 | **17** | + 5 | Realised opportunities |
| | 4.5. Government departments and public entities using space products and services | 4.5.1. Number of additional government departments and public entities that are using space products and services | 15 | 14 | 16 | **19** | + 3 | Increased demand from government departments and public entities for space products and services. |
| **O6** **Increased participation of the National Space Programme in the regional and global space market** | 6.1. Space products and applications | 6.1.1. Number of products, applications, and services | 2 | - | 3 | **7** | + 4 | EO was responsive to the demand for products, applications and services |
| | 6.2. Revenue generated from space applications and services | 6.2.1. Rand value of revenue generated from space applications and services | New indicator | - | R50 million | **R66.27 million** | + R16.27 million | Realisation of opportunities from SIH funding |

## PROGRAMME 2: PERFORMANCE HIGHLIGHTS FOR THE 2024/2025 FINANCIAL YEAR

The Earth Observation programme had ten (10) Output indicator targets for the 2024/25 financial year, of which all 10(100%) were achieved.

### KEY ACHIEVEMENTS

#### DECISION MAKING THROUGH DECISION SUPPORT TOOLS

The Earth Observation Decision Support Tool (EODST) is a vital resource that harnesses satellite and remote sensing data to inform decision-making processes, especially in areas such as disaster management, agriculture, climate change monitoring, and urban planning. Its importance lies in providing timely, accurate, and comprehensive data that can help governments make informed and evidence-based decisions.

The development of EODST is driven by the need for innovative, research-informed solutions that are responsive to user requirements. Grounded in scientific progress and guided by real-world application, these tools are designed to be intuitive, user-friendly, and capable of delivering near-real-time alerts and predictive scenarios. Strategic emphasis was placed on aligning tool functionality with operational needs, ensuring relevance and impact. Three thematic focus areas were identified to inform the development of the initial EODST suite, reflecting SANSA's continued commitment to enabling evidence-based decision-making and supporting the growth of a knowledge-driven space sector: Air quality, Atmosphere and Climate; Disaster Management and Water Resource Management.

Each thematic tool is guided by a dedicated project plan and timeline, ensuring focused and efficient delivery. While tailored in content, all tools adhere to a standardised architecture diagram that outlines the key development processes in a simplified and coherent manner. This approach ensures consistency, scalability, and alignment across all toolsets.


*The development of decision support tools process*

Nine (9) service providers were appointed to co-develop the decision support tools with SANSA. Development is currently underway.

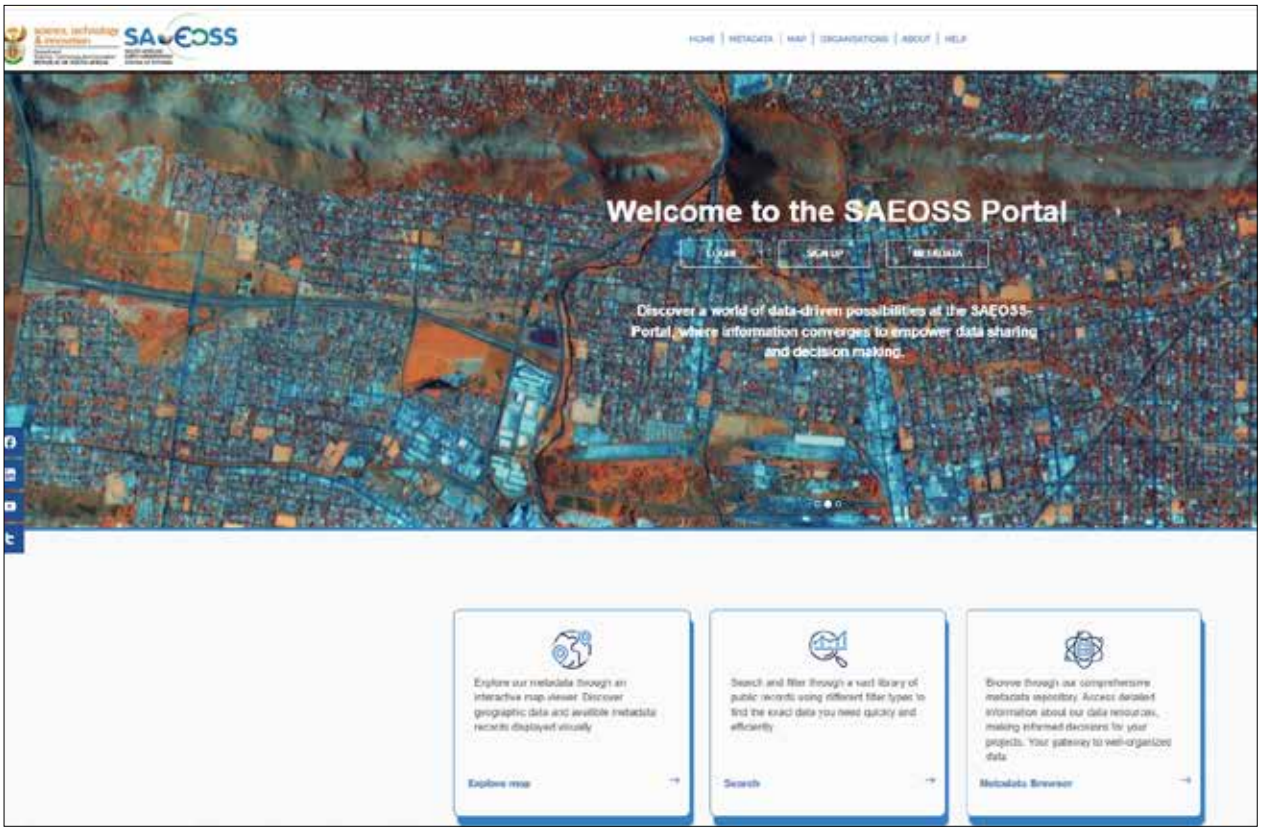
## DIGITAL EARTH SOUTH AFRICA (DESA) PROJECT

The DESA aims to provide an efficient platform that allows for ingesting, processing, analysing, archiving and disseminating data and information to end users. The platform will take away the requirement of end users to have data storage and processing infrastructure and will provide capabilities for end users to process, access, share and derive information from Earth observation data. The re-deployed DESA is accessible online at https://desa.sansa.org.za. Below are the screenshots of the picture of the DESA system deployed.

*Landing page for the re-deployed DESA*

## SOUTH AFRICAN EARTH OBSERVATION SYSTEM OF SYSTEMS (SAEOSS) PROJECT

SAEOSS is a centralized Earth Observation (EO) system meant to integrate all Earth Observation systems in South Africa. It is a system of software components functioning together as the national central earth observation geospatial repository. It integrates terrestrial (Land and maritime), air, and satellite EO data from various data custodians in South Africa. It will harvest and aggregate EO metadata to make it discoverable and searchable in a centralised location. It will be entry point to search and find all earth observation data or other earth observation systems in South Africa, Africa and globally. SAEOSS was created under the Department of Science, Technology and Innovation's SAEOS (South African Earth Observation) strategy. The beta software version of the SAEOSS system with some data for testing has been deployed online and it is accessible on https://saeoss.sansa.org.za. Here are the screenshots of picture showcasing the SAEOSS system.




*SAEOSS Portal*

## EARTH OBSERVATION DATA CENTRE (EODC) UPGRADE

SANSA has upgraded its Earth Observation data center, which now has a storage capacity of 1.2 petabytes on its High-Performance Computing (HPC) platform. The platform is now capable of parallel processing of EO data.


*EODC upgrades*

## ACQUISITION OF STRATEGIC SATELLITE DATA

### HIGH-RESOLUTION DATA

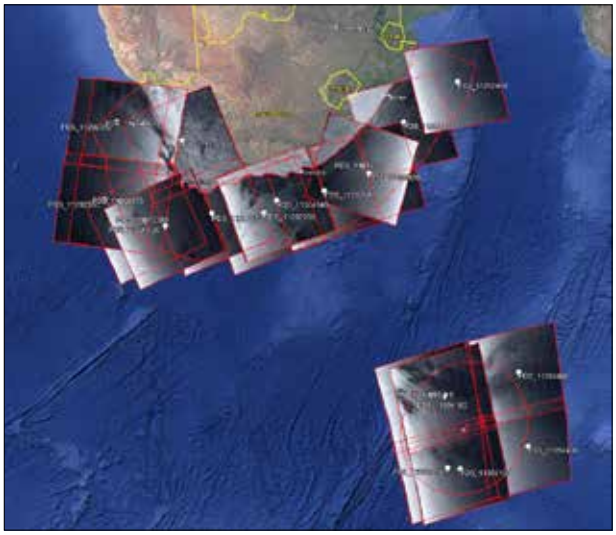
SANSA resumed the acquisition of national high spatial resolution to support government priorities, including the District Development Model and the development of decision support tools. 2023-2024 national 50cm pansharpened and natural colour Jilin images were procured in the 2024/25 financial year. Government departments, municipalities and entities currently use the imagery to support planning and development of solutions required to address societal, environmental and climate change challenges at a community level. In addition, the imagery is used by science councils and academic institutions to report research development.

*Jilin (50cm) image for Mdantsane*

## SYNTHETIC APERTURE RADAR (SAR)

In February 2025, the South African National Space Agency (SANSA) resumed acquiring RADARSAT-2 and ICEYE satellite imagery to enhance its Ocean and Coastal

Information Management System. This initiative supports the Integrated Vessel Tracking decision support tool and other priority terrestrial applications within South Africa's Exclusive Economic Zone.



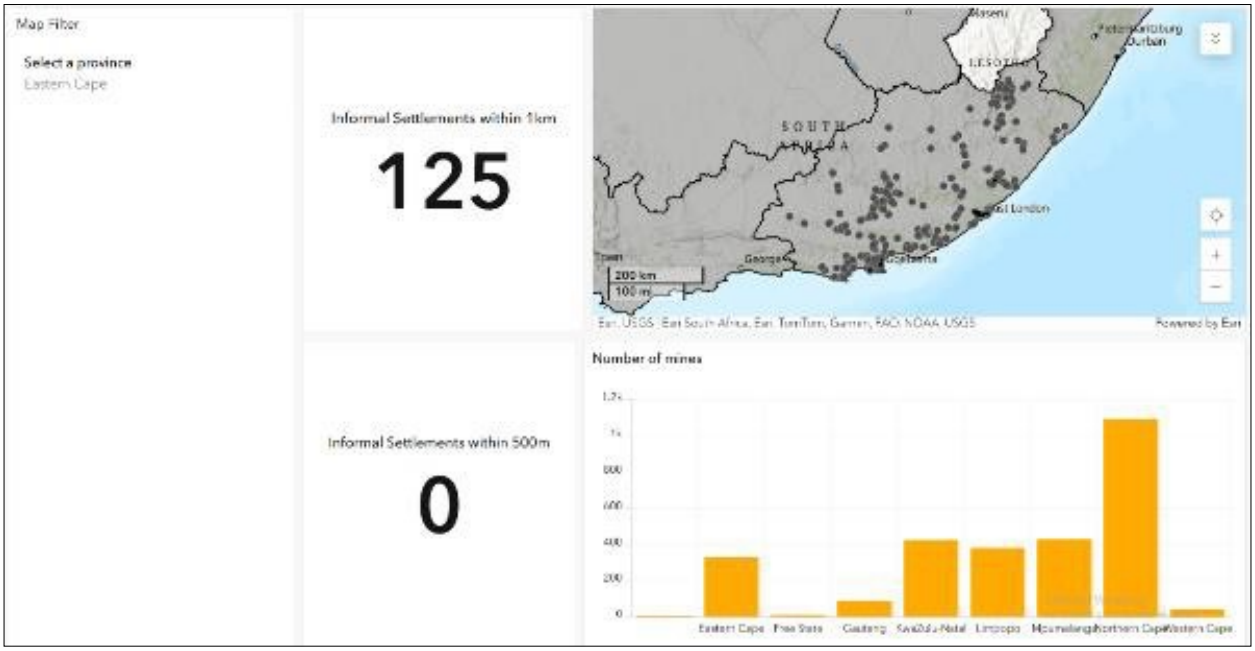
*South African Coast*

## RE-ESTABLISHMENT OF THE GOVERNMENT MULTI-USER AGREEMENT DATA ACQUISITION MODEL AND CENTRALISATION OF IMAGE ACQUISITION

SANSA conducted user engagements with key stakeholders in efforts to re-establish a high spatial resolution image acquisition through multi-user agreement. In addition, DSTI and SANSA received approval to establish an intergovernmental forum to advise on the centralization of image acquisition. Formal letters were sent to key departments inviting them to participate in government multi-user satellite data acquisition consortium and to participate in the intergovernmental forum on centralization of image acquisition in the country.

## ESTABLISHMENT OF EO-HUB IMAGE AND DATA PRODUCTS SERVING PLATFORM

SANSA has developed EO-hub platform to enable satellite data products such as web mapping Services and APIs. This platform improves the accessibility of SANSA's data products by government authorities, students and researchers. The platform will also promote the use of SANSA's satellite imagery products using advanced image processing platforms and geographic information systems. The platform has also been used to develop and share dashboards accessible to the end-users.




*Illegal mining hotspot dashboard*

## USER REQUIREMENTS AND ENGAGEMENTS

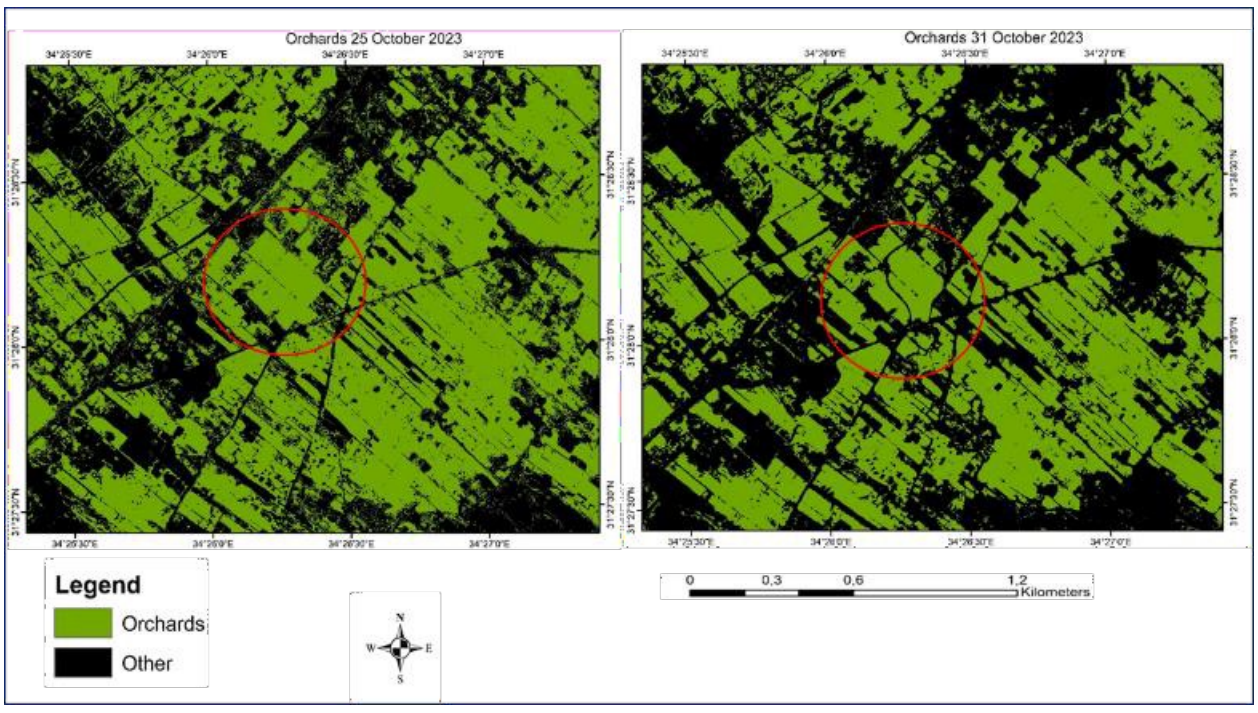
SANSA intensified its user engagement efforts to promote the use of satellite data by government end-users, private industry, research and academic institutions. In addition to targeted face-to-face engagements, SANSA conducted two online sessions on the sensor portfolio and EO4Climate change to showcase current data products and services and to gather user requirements. More than 20 user engagements, awareness and training sessions were conducted. These engagements reached more than 600 participants and resulted in increased use of SANSA's products and services by government end users and establishment. It also increased the number of MoUs and SLAs.



*SANSA-DMRE workshop and ANIN South Africa Drought Monitoring Project workshop*

## PRODUCTS AND SERVICES

More than 40 fire investigations and irrigation reports were developed to support litigation cases that require evidence that can only be developed using Earth observation data. These reports provide critical information about the event under using current and historical images. Two reports were generated to assess land cover and land use changes in Gaza.




*SANSA Products*

## INDUSTRY DEVELOPMENT AND INNOVATION FUNDING INITIATIVES

SANSA launched the NEOFrontiers Enterprise Innovation Support Fund in 2024 to support the development of innovative Earth observation solutions and increase EO market share in the country. Eight start-ups involved in space and Earth observation innovations received funding through this programme. Fifty per cent of the supported projects are owned by women and 50 per cent by youth entrepreneurs. The proposal will be funded to develop solutions in mining, health, security, disaster and environmental management using advanced technologies, artificial intelligence and IT. The second call for proposal was issued inviting MSMes and start-ups to send proposals for innovation EO solutions to address societal and environmental challenges.

SANSA developed a concept note for Integrated EO Solution (IEOS) programme. This initiative supports the development of solutions that integrate EO data and geospatial technologies to address pressing socio-economic and environmental challenges. The initiative will fund MSMes, NPO or entrepreneurs and will fund projects that involve addressing challenges faced by communities with the involvement of local communities, including graduates and community members.

## PRIORITIES FOR THE 2025/2026 FINANCIAL YEAR

- Continuation of the development of the SAEOSS Portal
- Enhancement of the DESA system
- Establishment of the Earth Observation (EO) Data Visualisation Centre
- Enhancement of the EO infrastructure with the development of the EO private cloud and data lake
- SMMES Support
  - NEOFrontiers second cohort awards
  - Integrated Earth Observation Solutions (IEOS)
- Continuation of the acquisition of high-resolution satellite imagery
- Implementation of the Natural Resource Management Programme
- Continuation of the development of the decision support tools
- Further user requirements and stakeholder engagements, (1) for the government multi-user agreements, and (2) signing off-take agreements for the decision support tools.

*SANSA engaging on industry development*

# 13.3 Programme 3: Space Science

## PROGRAMME PURPOSE

The Space Science (SS) Programme leads multidisciplinary space science research and development. Key functions include fundamental and applied space science research, the support of space-facilitated science through science data acquisition, coordination and management of scientific data ground segments, provision of space weather and other geo-space and magnetic technology products and services on a commercial and private basis to the defence, maritime, communications, aviation, and energy sectors. The programme also provides leadership in postgraduate science and engineering student training, as well as science engagement through both learner and educator science support.

The Space Science Programme delivers against the following outcomes and five-year targets in the approved Strategic Plan:

### OUTCOME 1: INCREASED SPACE-RELEVANT KNOWLEDGE THAT SUPPORTS THE DEVELOPMENTAL AGENDA.

The SS Programme has achieved a research productivity score of 1 375.82 against an annual targeted score of 1 100 and thus increasing space related knowledge that support the developmental agenda. The target was exceeded due to publishing of large volumes of journal articles during the financial year.

### OUTCOME 2: STIMULATED AND GROWING, INCLUSIVE SPACE SECTOR

The SS Programme contributed R10.59 million towards the consolidated SANSA-wide KPI: Total capital expenditure on building the national space capability. This achievement was a result of CAPEX expenditure under SIH, thus contributing to stimulated and growing, inclusive sector.

### OUTCOME 3: INCREASED HUMAN CAPACITY FOR THE IMPLEMENTATION OF KEY SPACE INITIATIVES.

SANSA contributed to external human capital development initiatives by ensuring that students and interns are supported through opportunities such as bursaries, internships, job shadowing, in-service training and/or supervision by SANSA researchers. A total of 84 students and interns were supported through formalised training initiatives.

Space awareness programmes were conducted by the Science Engagement Unit leading to 15 312 youths reached against a target of 7 500 for the financial year under review.

### OUTCOME 4: SANSA POSITIONED AS A KEY ENABLER FOR THE IMPLEMENTATION OF GOVERNMENT'S SPACE-RELATED POLICIES.

In contribution to Outcome 4, the Programme has exceeded all the set targets for joint initiatives undertaken through formal international, African and national partnerships and thus positioning SANSA as a key enabler for the implementation of government's space related policies.

### OUTCOME 6: INCREASED PARTICIPATION OF THE NATIONAL SPACE PROGRAMME IN THE REGIONAL AND GLOBAL SPACE MARKET.

The Programme has distributed 4 products, applications, and services against the target of 2 due to the programme's responsiveness to the demand for applications and services by the end of the financial year.

SANSA has capacitated all space applications and services and built client networks to ensure that the organisation generates revenue. The SS Programme has contributed significantly by generating R27.9 million surpassing the set target of R8.59 million due to an increase in private-sector invoicing and the addition of new public-sector clients.

## PROGRAMME 3: PERFORMANCE AGAINST 2024/25 OUTPUT INDICATORS AND TARGETS

*Table 5: Space Science Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | PLANNED ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2024/2025 | REASON FOR DEVIATIONS |
|---|---|---|---|---|---|---|---|---|
| **SPACE SCIENCE PROGRAMME** | | | | | | | | |
| **O1** **Increased space- relevant knowledge that supports the developmental agenda** | 1.1. National research and development output in space- related sciences | 1.1.1. National research productivity score for supported R&D | 1 172,04 | 1 266.26 | 1 100 | **1 375.82** | + 275.82 | Target exceeded due to publishing of large volumes of journal articles. |
| **O3** **Increased human capacity for the implementation of key space initiatives** | 3.1. Youth awareness of space-related sciences | 3.1.1. Number of youth directly engaged on space-related sciences | 11 672 | 15 350 | 7 500 | **15 312** | + 7 812 | Opportunities to engage more young people were pursued and capitalised on |
| | 3.2. Students and interns supported | 3.2.1. Number of students and interns supported for formalised training | 29 | 90 | 72 | **84** | + 12 | Target was exceeded due to opportunities and available funding to support students and interns for formalized training |
| **O4** **SANSA positioned as a key enabler of government's space–related policies** | 4.3. Joint space programme initiatives undertaken through partnerships (Focus on strategic partnerships) | 4.3.1. Number of joint initiatives undertaken through formal international partnerships | 11 | - | 10 | **27** | + 17 | SS received a high number of requests for international collaborations during the FY |
| | | 4.3.2. Number of joint initiatives undertaken through formal African partnerships | 7 | - | 8 | **12** | + 4 | SS received a high number of requests for African collaborations during the FY |
| | | 4.3.3. Number of joint initiatives undertaken through formal national partnerships | 9 | - | 10 | **18** | + 8 | SS received a high number of requests for national collaborations during the FY |
| **O6** **Increased participation of the National Space Programme in the regional and global space market** | 6.1. Space products and applications | 6.1.1. Number of products, applications, and services | 2 | - | 2 | **4** | + 2 | The target was exceeded due to the programme's responsiveness to the demand for applications and services |
| | 6.2. Revenue generated from space applications and services | 6.2.1. Rand value of revenue generated from space applications and services | - | - | R8.59 million | **R27.9 million** | + R19.3 million | The target was exceeded due to an increase in private-sector invoicing and the addition of new public-sector clients. |

## PROGRAMME 3: PERFORMANCE HIGHLIGHTS FOR THE 2024/25 FINANCIAL YEAR

The Space Science programme had nine (9) output indicator targets for the 2024/25 financial year, of which all 9 were achieved (100%).

### SANSA SPACE WEATHER CENTRE PLAYING A CRITICAL ROLE DURING HISTORIC GEOMAGNETIC STORM

On the night of Friday, 10 May, and the morning of Saturday, 11 May 2024, Earth experienced a rare and powerful geomagnetic storm, reaching G5 — the highest classification for space weather disturbances. This marked the first G5-level event since 2003, underscoring the increase in solar activity as the predicted solar maximum in 2025 draws near. A particularly remarkable outcome of this storm was the visibility of the Aurora Australis, or Southern Lights, across parts of South Africa — a phenomenon seldom witnessed at these latitudes.

The Space Weather Centre responded rapidly and decisively to the event with early warnings and forecasts. A comprehensive special report detailing the storm's characteristics, risks, and impacts was promptly disseminated to stakeholders, reaffirming SANSA's role as a trusted authority in space weather monitoring and communication. Public interest surged as the rare aurora display captured the imagination of South Africans.

This event has powerfully demonstrated the critical importance of real-time space weather monitoring and forecasting. SANSA's preparedness, expert analysis, and clear communication not only informed key sectors — including aviation, navigation, and power utilities — but also educated and engaged the public during an extraordinary natural event.

As solar activity intensifies in 2025, the Space Weather Centre remains a cornerstone of scientific excellence and public service, supporting both South Africa and the broader African continent with vital space weather capabilities.

### INFRASTRUCTURE PROJECTS: STRENGTHENING AFRICA'S SPACE WEATHER NETWORK

The Space Science Programme continued to advance its infrastructure development agenda, making significant progress in expanding capabilities and laying the foundation for greater scientific and economic returns.


*The Aurora Australis as seen from Gansbaai during the Mother's Day storm.*

A key achievement during this period was SANSA's collaborative engagement with the Ethiopian Space Science and Geospatial Institute (SSGI), building on the 2021 Memorandum of Understanding between South Africa and Ethiopia. The engagement focused on two strategic projects: the deployment of Global Navigation Satellite System (GNSS) equipment and a chain of magnetometers at the Entoto Observatory, situated 3,200 meters above sea level.

These installations form part of SANSA's broader African Instrumentation Network—an initiative aimed at strengthening space weather monitoring across the continent and contributing to global efforts in ionospheric research and space weather forecasting. The high-altitude Entoto Observatory provides an ideal environment for capturing high-quality geophysical data. The SANSA teams ensured the continued functionality of the instruments and delivered hands-on training to SSGI personnel, enabling the long-term sustainability of the projects and enhancing local capacity to manage and operate advanced space science infrastructure.

By expanding its regional footprint and fostering meaningful scientific partnerships, SANSA continues to demonstrate leadership in building Africa's space weather capabilities and promoting collaborative growth in the space science sector.

## SANSA PAYLOAD TAKES FLIGHT AT SOUTH AFRICA'S NEW ROCKET GANTRY

In a landmark event for South Africa's aerospace sector, SANSA successfully tested its specialised payload on a suborbital sounding rocket launched at the newly unveiled rocket gantry, located at the Denel Overberg Test Range facility in Arniston. The payload successfully measured the Earth's magnetic field and flight data during the flight.

The new rocket gantry was inaugurated on 03 December 2024 by Deputy Minister of Science, Technology and Innovation Ms. Nomalungelo Gina. Its development was funded by the Department of Science, Technology and Innovation (DSTI) and implemented by the Aerospace Systems Research Institute (ASRI) at the University of KwaZulu-Natal (UKZN)

The gantry and rockets performed well during testing, reaching altitudes of 16,6 km and 11,9 km, respectively. One of the vehicles transmitted magnetometer data sampled during the flight back to the ground via a telemetry link, providing SANSA scientists with an additional method of sampling the Earth's magnetic field. The SANSA-designed payload, developed in collaboration with the Department of Measurement at the Czech Technical University in Prague, was a centrepiece of the rocket's mission. Equipped

*The SANSA team installing instrumentation at the Entoto Observatory in Ethiopia*

*The landmark launch of the UKZN sounding rocket and the SANSA developed payload.*

with an advanced Anisotropic Magneto Resistive (AMR) magnetometer, additional magnetometers, accelerometers, gyroscopes, and telemetry systems, the payload was designed to capture precise magnetic data during its suborbital journey.

The rocket's flight lasted approximately 400 seconds, during which the SANSA telemetry system successfully transmitted real-time magnetic and flight data. Additional data was recovered when the payload was recovered from the ocean by a local fishing vessel. These data sets will contribute to SANSA's ongoing efforts to advance magnetic research and bolster its position in the global scientific community.

## ISO 9001:2015 RECERTIFICATION – SANSA HERMANUS

SANSA Hermanus has completed its ISO 9001:2015 recertification audit, reaffirming the continued effective implementation of Quality Management Systems across the Space Science Programme and highlighting SANSA's ongoing dedication to excellence in quality management and commitment to delivering reliable, high- quality services to its clients.

## SUPPORTING THE GROWING SPACE INDUSTRY

SANSA provided a record number of services, including the calibration of 211 space- qualified torque rods and 280 magnetometers to the growing South African upstream space industry. SANSA was also involved with other magnetic tests of satellite components. It is the expectation that the services to the local space industry will expand in future along with the rapid growth of this industry. Through these services, SANSA supports and benefits from this rapid growth and continues to grow alongside the industry.

## SPACE SCIENCE STAKEHOLDER ENGAGEMENTS

The Space Science programme engaged with critical stakeholders over the past financial year. These stakeholders included the South African National Defence Force (SANDF), Eskom, Armscor, the Air Traffic Navigation Services (ATNS), South African Weather Services (SAWS), Lockheed Martin National Research Foundation (NRF), various Universities, Saudi Space Agency and the International Civil Aviation Organisation (ICAO).

## SPACE SCIENCE PRIORITIES FOR THE 2025/2026 FINANCIAL YEAR

### STRATEGIC FOCUS ON THE SUSTAINABILITY AND MANDATE OF THE SPACE WEATHER CENTRE

In the upcoming financial year, the Space Science Programme will prioritise the long-term sustainability of SANSA's operational Space Weather Centre. Key efforts will include improving and diversifying revenue streams, as well as strengthening collaboration with key stakeholders—most notably the International Civil Aviation Organization (ICAO)—to support the Centre's mandate in servicing the aviation industry. SANSA will also pursue cost recovery initiatives from this sector to ensure financial viability.

In addition, SANSA will focus on clarifying and reinforcing the Space Weather Centre's national mandate to protect critical infrastructure from space weather events. Although the Centre was officially designated as an ICAO-accredited global space weather warning centre in 2019, and this role was supported by a Cabinet decision in 2021, further institutional reinforcement is required. As such, exploring options to formally incorporate this mandate into legislation will be a strategic priority in the next financial year.

# 13.4 Programme 4: Space Operations

## PROGRAMME PURPOSE

The Space Operations (SO) Programme is responsible for the acquisition of satellite data for the Earth Observation Programme and the provision of ground segment support. Through this programme, SANSA conducts various space operations, including launch and early orbit support, in-orbit testing, satellite lifecycle support and satellite mission control for both national and international space industry clients and governments. The programme also supplies hosting capabilities with the intention of expanding this capability to teleports.

SANSA SO is planning to develop a new ground station at Matjiesfontein. This will ensure that South Africa has the capability to heed the worldwide call from the space sector for deep space capabilities, selected teleport services, as well as the capability to track cubesats from that facility. The facility is also to create the opportunity for the RSA cubesat manufacturers to further develop their programmes in the ground station segment to fulfil the total value chain of satellite building.

The SO Programme delivers against the following outcome and five-year targets in the approved Strategic Plan:

### OUTCOME 2: STIMULATED AND GROWING, INCLUSIVE SPACE SECTOR

The SO Programme has contributed to Outcome 2 by spending a total of R40.7 million allocated for the building of the national space capability to stimulate and grow an inclusive space sector.

### OUTCOME 4: SANSA POSITIONED AS A KEY ENABLER FOR THE IMPLEMENTATION OF GOVERNMENT'S SPACE-RELATED POLICIES.

In contribution to Outcome 4, the Programme has exceeded all the set targets for joint initiatives undertaken through formal international, African and national partnerships and thus positioning SANSA as a key enabler for the implementation of government's space related policies.

The SO Programme continues to implement the Matjiesfontein deep space facility project as one of the flagship programmes for the Entity.

### OUTCOME 6: INCREASED PARTICIPATION OF THE NATIONAL SPACE PROGRAMME IN THE REGIONAL AND GLOBAL SPACE MARKET.

The SO Programme plays a critical role in the provision of products and applications aimed at addressing South Africa's socio-economic challenges and has distributed 2 products and applications. Further, the Programme has generated a total of R172.7 million revenue from space applications and services for the year under review.

## PROGRAMME 4: PERFORMANCE AGAINST 2024/25 OUTPUT INDICATORS AND TARGETS

*Table 6: Space Operations Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | PLANNED ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2024/2025 | REASON FOR DEVIATIONS |
|---|---|---|---|---|---|---|---|---|
| **SPACE OPERATION PROGRAMME** | | | | | | | | |
| **O2** **Stimulated and growing, inclusive space sector** | 2.2. SANSA capital expenditure on building the national space capability | 2.2.1. Total capital expenditure on building the national space capability | - | - | R136 million | **R 40.7 million** | - R 94.3 million | Project timelines have been impacted by the cancellation of key tenders due to supplier cost-related challenges and withdrawal. |
| **O4** **SANSA positioned as a key enabler of government's space–related policies** | 4.3. Joint space programme initiatives undertaken through partnerships (Focus on strategic partnerships) | 4.3.1. Number of joint initiatives undertaken through formal international partnerships | - | - | 5 | **10** | +5 | New opportunities for international partnerships were capitalised on. |
| | | 4.3.2. Number of joint initiatives undertaken through formal African partnerships | - | - | 1 | **2** | +1 | New opportunities for African partnerships were capitalised on. |
| | | 4.3.3. Number of joint initiatives undertaken through formal national partnerships | - | - | 2 | **3** | +1 | New opportunities for national partnerships were capitalised on. |
| **O5** **Enabling infrastructure developed and maintained to support the space sector value chain** | 5.1. Infrastructure developed or upgraded | 5.1.1. Percentage progress towards a developed Matjiesfontein deep space facility | Cost benefit and proposal to government and funders 20% of Matjiesfontein deep space facility project plan executed | 25% | 70% of Matjiesfontein deep space facility project plan executed | **52%** | -18% | The project timelines were not met due to unforeseen delays: Cancellation of commercial power tender due to unaffordability of bids received. The perimeter fence tender was cancelled after the initially awarded supplier withdrew, citing an underestimation in their quoted pricing. |
| **O6** **Increased participation of the National Space Programme in the regional and global space market** | 6.1. Space products and applications | 6.1.1. Number of products, applications, and services | 5 | 14 | 1 | **2** | + 1 | Target was exceeded due to new opportunities capitalised on during the FY |
| | 6.2. Revenue generated from space applications and services | 6.2.1. Rand value of revenue generated from space applications and services | R105.2 million | - | R204.5 million | **R172.7 million** | -R31.8 million | The shortfall relates to SIH-Deep Space Network - Matjiesfontein funding due to delays in the project procurement funding drawdown |

## PROGRAMME 4: PERFORMANCE HIGHLIGHTS FOR THE 2024/25 FINANCIAL YEAR

The Space Operations programme had seven (7) Output indicator targets for the 2024/25 financial year, of which four (4) were achieved (57%). The targets not met are as follows:

- **2.2.1. Total capital expenditure on building the national space capability**

  The observed deviation in programme spending reflects the multi-year nature of the projects, specifically the SIH projects (MTJ, EOSat-1, and AIT upgrade), where expenditure patterns are influenced by the specific timelines and milestones outlined in the project plans. Cash flow projections for the 2025/26 financial year have been aligned more closely with anticipated project progress to support smoother implementation.

- **5.1.1. Percentage progress towards a developed Matjiesfontein deep space facility**

  The project has not met the established timelines due to unforeseen delays:

  Cancellation of commercial power tender due to unaffordability of bids received. The perimeter fence tender was cancelled after the initially awarded supplier withdrew, citing an underestimation in their quoted pricing.

- **6.2.1. Rand value of revenue generated from space applications and services**

  The shortfall relates to SIH-Deep Space Network - Matjiesfontein funding due to delays in the project procurement funding drawdown. Cash flow projections for the 2025/26 financial year have been aligned more closely with anticipated project progress to support smoother implementation.

In the year under review, Space Operations engaged in several notable projects that depict ambition for growth and sustainability.

## KEY ACHIEVEMENTS

### TECHNICAL ASSIGNMENT OF A PUBLIC AUTONOMOUS SYSTEM NUMBER (ASN)

SANSA applied for and successfully received a Public Autonomous System Number (ASN), AS329522, from AFRINIC to strengthen the Agency's internet infrastructure and enhance connectivity, security and operational efficiency. The current SANSA peers and upstream providers are TENET (AS2018) and SEACOM Limited (AS37100).

The advantages of having a public ASN include:

- **Better routing control** – Enables us to manage our own BGP routing policies.
- **Peering opportunities** – Allows direct connections with ISPs and IXPs, reducing transit costs.
- **Improved redundancy** – Supports multi-homing for failover and increased network reliability.
- **Lower latency and cost efficiency** – Direct peering optimises traffic flow, reducing delays and expenses.
- **Greater network independence** – Reduces reliance on a single ISP, improving operational flexibility.

### INNOVATION AND THE DEVELOPMENT OF BESPOKE SPACE OPERATIONS SOLUTIONS

The Agency developed several innovative software solutions tailored to support launch-related services. These bespoke tools streamline mission planning, tracking, and coordination processes, ensuring greater accuracy, responsiveness and integration across technical and operations teams. By leveraging technology to improve internal workflows and external service delivery, SANSA is reinforcing its role as a key enabler of safe, reliable, and world-class space launch support.

The solutions included the following:

**ADRAS-J Schedule Manager:** Developed a real-time schedule management system to monitor and process client mission requests via FTP server.

**HDR IF Level Reader v2.0:** Created a tool to interface with Cortex HDRs, displaying IF- level readings on a waveform chart for fault identification and mission monitoring.

**Antenna Angles Acquisition System:** Developed software to capture and process raw angle position data from the 12M and LSX mission support antennas, transmitting it to clients in real-time.

**Email Scraping Application (ESA):** Provides automated extraction and processing of mission scheduling requests from emails, improving response time and reducing errors

### INTEGRATED MANAGEMENT SYSTEM (EXTERNAL CERTIFICATION AUDIT)

On 28 August 2024, Space Operations underwent an external audit to assess the site's compliance with all applicable legal requirements and ISO standards. The audit focused primarily on adherence to the Occupational Health and Safety Act (Act 85 of 1996), the National Environmental Management Act (Act 106 of 1998), and the international standards ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. The audit concluded with no non-conformances identified, though several opportunities for improvement were noted. As a result, HBK successfully maintained its ISO accreditation status, which remains valid until the next audit cycle in 2027.

## KEY PROJECTS

### AIRCAS SA01 FACILITY

A ceremony hosted by the Embassy of the People's Republic of China in South Africa, attended by Ambassador Wu Peng and officials from the DSTI, commemorated key milestones of the AIRCAS SA01 Project. The AIRCAS SA01 facility became operational in February 2025.

*AIRCAS SA01*

### CONSTRUCTION OF ANTENNA

Additional projects for the 2024/25 financial year included the construction of the new KSAT antenna, HA08, with plans for HA09 underway.

### SITE UPGRADES

SANSA also upgraded the roads at the Hartebeeshoek (HBK) site. Both the internal roads and the main road linking HBK to SARAO(Hartrao) have been repaired.

*Site upgrades*

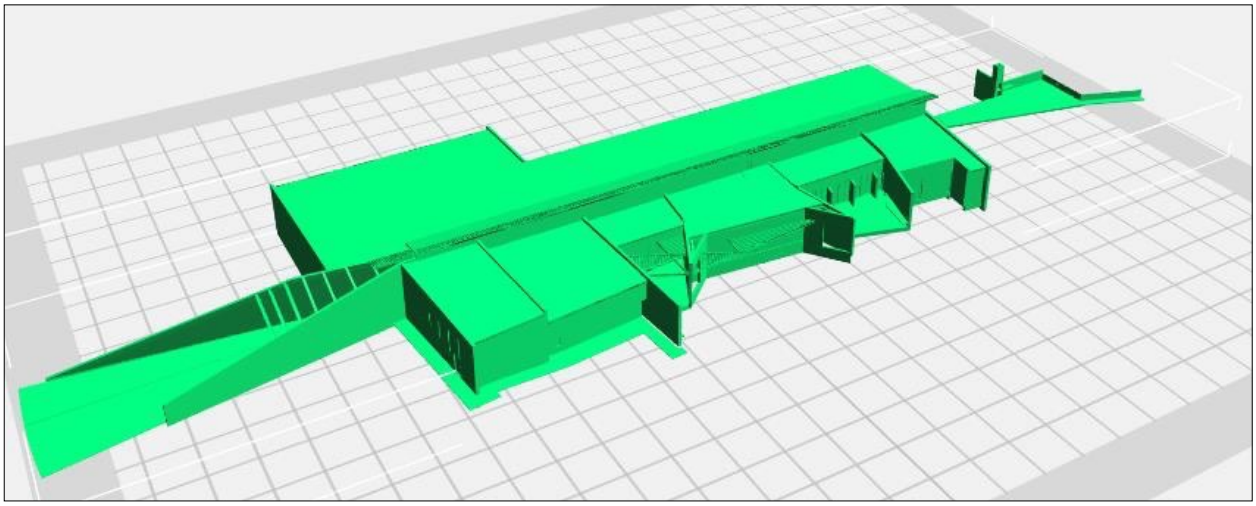
### ALTERNATIVE ENERGY SOLUTION AT HBK

In efforts to develop sustainable energy solutions, a renewable energy designer was contracted to conduct a feasibility study and design a renewable energy solution for the HBK ground station.

### THE DEEPSPACE NETWORK (DSN) AT MATJISFONTEIN

Significant progress was made during the reporting period on the development of the Matjiesfontein (MTJ) ground station. SANSA's application to rezone the Matjiesfontein Trust land from agricultural to Utility Zone 1 remains under review by the local municipality. The public participation process concluded on 31 March 2025 with only one objection recorded. Parallel to this, SANSA's land lease agreement is under assessment by the Deeds Office following the completion of all preparatory documentation.

Discussions regarding commercial power supply are ongoing, with a tender anticipated to follow the construction procurement process. In a move



*The Deepspace Network building*

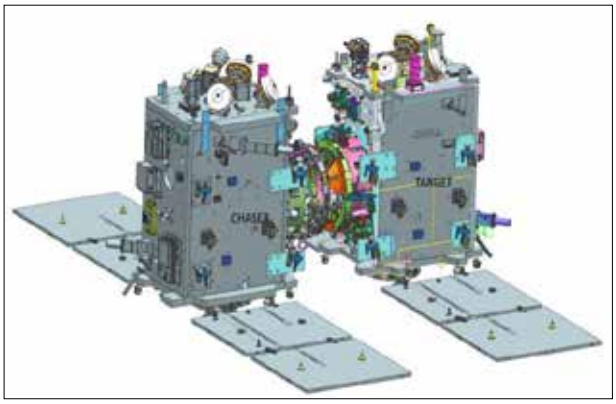
towards sustainability, SANSA also commenced a redesign of the power provisioning strategy, opting for a hybrid solution combining renewable energy with diesel generator backup.

On the international front, the signing of the SANSA-NASA agreement during the period marked a major milestone, securing NASA's commitment to utilise the Matjiesfontein site and thereby strengthening the business case for the facility. SANSA is actively pursuing additional international partnerships for hosting large-scale infrastructure at the site, while remaining mindful of geopolitical considerations. The contract for hosting the Low Earth Orbit Ground Station (LEGS) antenna is currently under review.

## MISSIONS SUPPORTED

SANSA's collaboration with the Indian Space Research Organisation (ISRO) on the SpaDex mission was the highlight of the 2024/25 launch support services. ISRO expressed high satisfaction with the excellence portrayed by the SANSA team during the short-notice support requirement. After the successful SpaDex mission, ISRO contracted SANSA for installing and operationalising an IRNSS Range and Integrity Monitoring Station (IRIMS) at the HBK site. This facility will track and monitor NavIC signals across multiple frequency bands (L1, L2, L5, and S), transmitting critical measurements to NavIC control centres in India.

SANSA provided vital tracking, telemetry and command (TT&C) support for Intuitive Machines-2 (IM-2) lunar mission from its Hartebeesthoek ground station. The Agency track the spacecraft



*SO supporting missions*

as it enters its coverage area and was scheduled to continue providing support to the Athena lander for several days after landing on the Moon's surface. SANSA's participation in both IM-1 and IM-2 reinforces South Africa's commitment to fostering international partnerships and advancing humanity's shared knowledge of space. Lunar missions provide valuable scientific data that advances our understanding of the planets in our solar system, informs future space explorations, and unlocks opportunities for innovation.

*Machines-2 (IM-2) lunar mission*

## STAKEHOLDER ENGAGEMENTS: BUSINESS (LOCAL AND INTERNATIONAL)

During the reporting period, SANSA actively engaged a diverse range of stakeholders at local, regional, and international levels to strengthen collaboration, promote knowledge exchange, and align efforts in advancing space science and technology. These engagements spanned government departments, academic institutions, industry partners, and multilateral organisations, reinforcing SANSA's role as a trusted partner in the global space community. Through targeted dialogues, strategic partnerships, and participation in key forums, SANSA continued to build meaningful relationships that support its mandate and contribute to the broader objectives of socio-economic development, innovation, and continental integration.

*Stakeholder engagement in Matjiesfontein*

*Empowering the MTJ community*

As part of its commitment to inclusive stakeholder engagement, SANSA hosted the Matjiesfontein Community Engagement Session on 14 April 2024 at the Matjiesfontein Community Hall. This session was a strategic initiative to strengthen ties with the local community—a key stakeholder in the implementation of the SANSA MTJ ground station project. The engagement aimed to provide transparent updates on the project's progress and to deepen community understanding of its objectives and potential impacts. By fostering open communication and encouraging participation, the session supported SANSA's long-term vision of building trust, enhancing local ownership, and ensuring the sustainable success of the MTJ ground station.

## MANDELA DAY

On Nelson Mandela Day, SANSA took a meaningful step towards empowering the community of Matjiesfontein by donating a complete netball kit, including poles and balls, to Matjiesfontein Primary School. This initiative is part of SANSA's ongoing commitment to strengthening its relationship with the local community as it continues the construction of the deep space ground station in the area. Another activation to commemorate the day was hosted at the Ennis Thabong School in Hartebeespoort, where a team from SANSA joined other stakeholders to paint the school.

## SUPPLIER DAY

SANSA hosted a hybrid supplier day on 19 July 2024 at Matjiesfontein Community Hall. The aim was to share SANSA procurement processes and opportunities as well as guide local suppliers on compliance matters relating to business registration, tax, funding support and other matters pertaining SMMEs. Several stakeholders including SARS, SEDA and CPIC participated in the event through presentations and direct engagement with the community members in attendance.

*Creating awareness*

## SHEQ WORKSHOP IN MATJIESFONTEIN

SANSA hosted SHEQ workshop in Matjiesfontein to share SANSA SHE requirements with potential future suppliers. The aim of the workshop was to guide potential suppliers on SHE compliance expectations in line with SANSA procurement processes and to explain in detail all relevant documentation required. The event was well-received by the community, with about 40 community members in attendance.

*Empowering Space Camps*

## ST ALBANS COLLEGE

SANSA supported the St Alban's Space Camp hosted on 11 and 12 July 2024. The camp hosted teachers and learners from both St Alban's College and the LEAP Science & Maths School from Ga-Rankuwa. SANSA donated branded goods as prizes for competitions and negotiated with NASA to connect with the campers live.

## THE AAD AEROTECH INNOVATION PROGRAMME

In a continued partnership with Girls Fly Africa, SANSA partnered with the NPC to host an Aerotech Innovation Programme aimed at providing young professionals with a unique opportunity to explore the latest advancements in aerospace and defence technology, engage in an aerospace challenge, and receive practical guidance from industry experts. The programme caters to young professionals in the aviation and aerospace industry, such as pilots, aeronautical engineers, space and earth observation scientists and engineers. Participants came from various space and aeronautical industries across the country, including four young Professionals from SANSA Space Operations and three from Space Science.

*AAD Aerotech Innovation Programme*

## THE PRIORITIES FOR THE 2025/2026 FINANCIAL YEAR

In the 2025/2026 financial year, the SANSA Space Operations (SO) Programme will enter a pivotal stage in its infrastructure development efforts, with a strong focus on the continued establishment of the Deep Space Network (DSN) at Matjiesfontein. In addition, the Programme will expand its Hartbeeshoek (HBK) facility through the installation of two new antennas, which will be dedicated to meeting the specific requirements of international and local customers.

A central priority for the year ahead is the further development of the Matjiesfontein ground station, which is positioned to become South Africa's flagship deep space communications facility. The station will provide critical capabilities in deep space tracking, selected teleport services, and cubesat mission support, while enabling increased participation in global space initiatives. A key milestone includes the planned deployment of the NASA LEGS antenna, following the signing of a formal hosting agreement—solidifying South Africa's role as a strategic partner in deep space operations.

At the HBK facility, SANSA will install two new antennas specifically tailored to meet the operational needs of its customers. The upgrades are a direct response to growing customer demand and demonstrate SANSA's commitment to delivering world-class ground segment services.

Collectively, these priorities highlight SANSA's continued investment in infrastructure and customer-focused service delivery. They reflect the Agency's strategic vision to position South Africa as a competitive and capable player in the global space operations landscape.

# 13.5 Programme 5: Space Engineering

## PROGRAMME PURPOSE

The Space Engineering (SE) Programme leads systems engineering and project management excellence and drives a small satellite development programme in South Africa in partnership with external contractors, Research and Development (R&D) institutions, and private sector partners. The programme conducts satellite and subsystems analysis, leads the technical side of the Space Programme project management, human capital development in space engineering, as well as facilitates private space industry partnerships.

The Space Engineering Programme delivers against the following outcome and five- year targets in the approved Strategic Plan:

### OUTCOME 2: STIMULATED AND GROWING, INCLUSIVE SPACE SECTOR

The SE Programme has contributed to Outcome 2 by spending a total of R19.1 million allocated for the building of the national space capability to stimulate and grow an inclusive space sector.

### OUTCOME 4: SANSA POSITIONED AS A KEY ENABLER FOR THE IMPLEMENTATION OF GOVERNMENT'S SPACE-RELATED POLICIES.

All joint space programme initiatives undertaken through formal international, African and national partnerships were achieved as planned and thus positioning SANSA as a key enabler for the implementation of government's space-related policies.

The Agency contributed to Outcome 4 through the implementation of key infrastructure projects including EO Sat 1 and AIT facility

### OUTCOME 6: INCREASED PARTICIPATION OF THE NATIONAL SPACE PROGRAMME IN THE REGIONAL AND GLOBAL SPACE MARKET.

The Programme contributed to the consolidated SANSA-wide KPI: Rand value of revenue generated from space applications and services. A total of R17.9 million revenue from space applications and services for the year under review was generated through the realisation of opportunities from SIH funding.

The SE Programme plays a critical role in the provision of products and applications aimed at addressing South Africa's socio-economic challenges and has distributed 2 products and applications

## PROGRAMME 5: PERFORMANCE AGAINST 2024/25 OUTPUT INDICATORS AND TARGETS

*Table 7: Space Engineering Performance: 2024/25 Financial Year*

| OUTCOME | OUTPUT | OUTPUT INDICATOR | AUDITED ACTUAL PERFORMANCE 2022/2023 | AUDITED ACTUAL PERFORMANCE 2023/2024 | PLANNED ANNUAL TARGET 2024/2025 | ACTUAL ACHIEVEMENT 2024/2025 | DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2024/2025 | REASON FOR DEVIATIONS |
|---|---|---|---|---|---|---|---|---|
| **SPACE ENGINEERING PROGRAMME** | | | | | | | | |
| **O2** **Stimulated and growing, inclusive space sector** | 2.2. SANSA capital expenditure on building the national space capability | 2.2.1. Total capital expenditure on building the national space capability | R61.8 million | R34.3 million | R230 million | **R19.15 million** | -R 210.85 million | The deviation has been impacted by misaligned targets in relation to the revised multi-year project plans. Similarly, the spending vs. progress is not a linear equation due to the recognition of spending dependent on long lead item delivery timeframes with exponential spending outflow typically at the last phases of the project. |
| **O4** **SANSA positioned as a key enabler of government's space– related policies** | 4.3. Joint space programme initiatives undertaken through partnerships (Focus on strategic partnerships) | 4.3.1. Number of joint initiatives undertaken through formal international partnerships | - | - | 1 | **1** | No deviation | No corrective action required |
| | | 4.3.2. Number of joint initiatives undertaken through formal African partnerships | - | - | 1 | **1** | No deviation | No corrective action required |
| | | 4.3.3. Number of joint initiatives undertaken through formal national partnerships | - | - | 1 | **1** | No deviation | No corrective action required |
| **O5** **Enabling infrastructure developed and maintained to support the space sector value chain** | 5.1. Infrastructure developed or upgraded | 5.1.2. Percentage progress towards a developed Space Infrastructure Hub (SIH) | Contracting and Acquisition of the SIH phase I mission system not concluded by year end | 7% | 50% of EO-sat 1 completion project completed | **17%** | -33% | The initial RFI process was delayed, and subsequently, the RFP process was non- responsive. |
| | | 5.1.3. Percentage progress towards an upgraded AIT facility | 0% | 0% | 50% of upgraded AIT facility project plan executed | **54%** | +4% | Fast-tracked implementation for activities e.g. preparation of specifications for acquisition and procurement, delivery of EMC equipment earlier than anticipated and documentation brought forward. |
| **O6** **Increased participation of the National Space Programme in the regional and global space market** | 6.1. Space products and applications | 6.1.1. Number of products, applications, and services | - | - | 1 | **2** | +1 | SE was responsive to the demand for products, applications and services |

## PROGRAMME 5: PERFORMANCE HIGHLIGHTS FOR THE 2024/25 FINANCIAL YEAR

The Space Engineering programme had eight (8) Output indicator targets for the 2024/25 financial year, of which six (6) were achieved (75%). The targets not met are as follows:

- **2.2.1. Total capital expenditure on building the national space capability**

  The deviation has been impacted by misaligned targets in relation to the revised multi- year project plans. Similarly, the spending versus progress is not a linear equation due to the recognition of spending dependent on long lead item delivery timeframes, with exponential spending outflow typically at the last phases of the project. Targets in the new reporting cycle have been aligned to the revised project plans.

- **5.1.2. Percentage progress towards a developed Space Infrastructure Hub (SIH)**

  The initial RFI process was delayed, and subsequently, the RFP process was non-responsive. A recovery contingent plan was developed to insource design resources within Denel.

### EOSAT-1 SATELLITE PROGRAMME COMPLETION

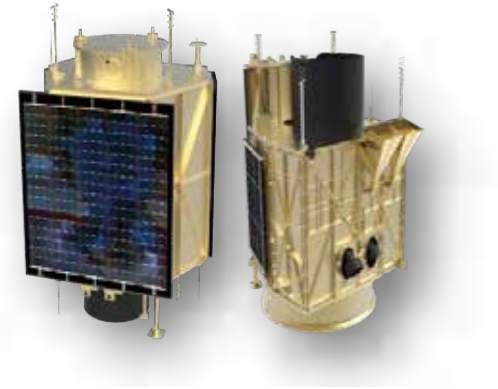
EOSat-1 aims to be a high-resolution, multispectral Earth observation satellite designed for enhancing South Africa's capabilities in monitoring natural resources, urban development, and disaster management. This exciting flagship project, under the SIH programme, saw SANSA securing funding for its completion.

During the financial year, the project experienced delays, specifically in relation to acquisition and procurement processes. However, the implementation of the project's recovery plan by management quickly resulted in notable progress with aspects of the project, with Denel as the system integrator, leveraging the expertise and know- how already acquired in past satellite build projects.

As a result, the Level 5 (satellite) Preliminary Design Review (PDR) has made significant progress, with the PDR being conducted in two phases – wherein the Phase 1 (completed 28 March 2025) covered 90% of the PDR scope of works and Phase 2 - the closing of PDR as well as an independent review before commencing with Critical Design Review (CDR).

The project has had some good highlights during the Phase 1 PDR, wherein it was confirmed that the current structure of the satellite, avionics architecture, as well as the Mission Control Software (MCS), was in a good position to be reused for the project.

Furthermore, SANSA is also exploring opportunities with the National Empowerment Fund to bolster Human Capacity Development (HCD) as part of building know-how and competency related to driving transformation and empowerment of young engineers as part of the programme.



As part and parcel of driving intra-Africa satellite build cooperation, the Space Engineering focus has also been on leveraging current programmes to enhance intra- Africa engineering collaboration. To this end, SANSA has signed an MoU with Algeria in line with the Joint Development Program objectives to leverage the EOSat-1 project to enhance the delivery of the Algerian Earth Observation satellite build program. This joint effort will see South African and Algerian engineers from the space agency work together on a joint satellite build program in parallel to the EOSat-1 implementation.

*AIT facility*

*Concurrent Design Facility*

## HOUWTEQ ASSEMBLY, INTEGRATION, AND TESTING (AIT) FACILITY UPGRADE

The Houwteq AIT upgrade project has achieved a 54% progress against the project schedule. The period from April 2024 to March 2025 focussed on two key aspects of the upgrade: firstly, prioritising the Electromagnetic Chamber (EMC) Testing facility as it is currently operational and providing services to industry; and secondly, addressing the logistical requirements for performing work on-site, such as communications, office space and performing various assessments to determine and resolve infrastructural issues at Houwteq. The project is now in the ramp- up phase, which entails the execution of numerous procurements of long-lead, capital expenditure (CAPEX) - intensive equipment for the key testing capabilities, as well as getting the critical support systems in place, e.g. HVAC, security infrastructure.

## SPACE LAUNCH CAPABILITY PROJECT

With consideration that the space launch capability forming part of a strategic national capability with multi-disciplinary and interagency coordination, the project resides under the DSTI, and SANSA has been contributing to the project in line with the mandate from the DSTI from time to time. During the financial year, SANSA was part of the Space Power Symposium, supporting the South African Air Force (SAAF) during the Africa Aerospace Maritime and Defense 2024 as part of the Space Command awareness campaign.

As part of providing thought leadership, SANSA was part and parcel of deliberations related to enhancing the South African space capabilities in the interest of enhancing the national security interest through the provision of Earth Observation capability.

## CONCURRENT DESIGN ENGINEERING FACILITY

SANSA established the Concurrent Design and Engineering Facility (CDEF), aimed at promoting and supporting collaborative design engineering by enabling efficiency in system engineering-related activities within space programmes. During the 2024/25 financial year, SANSA's Pretoria-based site relocated and as a result, the CDEF was decommissioned. Since then, the area earmarked for the CDEF has been renovated, and the electronic and ICT equipment is to be installed and re-commissioned in the first quarter of the new financial year.

## SPACE ENGINEERING PRIORITIES FOR THE 2025/2026 FINANCIAL YEAR

### FOR HOUWTEQ:

- Site-office establishment and building the on-site project team
- Vibration Test Facility upgrade
- Thermal Vacuum Test Facility upgrade
- Critical Support Systems upgrade

### FOR EOSAT-1:

- Critical Design Review
- Flight Model build
- Assembly Integration & Testing

# 14. Linking Performance with Programme Budgets

*Table 8: Linking Performance with Budgets*

| PROGRAMMES | 2023/2024 | | | 2024/2025 | | |
|---|---|---|---|---|---|---|
| | BUDGET R'000 | ACTUAL R'000 | (OVER) / UNDER EXPENDITURE R'000 | BUDGET R'000 | ACTUAL R'000 | (OVER) /UNDER EXPENDITURE R'000 |
| **Programme 1: Administration** | 159 478 | 123 925 | 35 552 | 156 388 | 136 072 | 20 316 |
| **Programme 2: Earth Observation** | 78 575 | 62 615 | 15 961 | 118 097 | 104 281 | 13 816 |
| **Programme 3: Space Science** | 73 745 | 75 804 | (2 060) | 78 394 | 81 958 | (3 564) |
| **Programme 4: Space Operations** | 87 873 | 95 858 | (7 985) | 181 758 | 116 880 | 64 878 |
| **Programme 5: Space Engineering** | 57 809 | 7 104 | 50 705 | 30 277 | 23 033 | 7 244 |
| Total | **457 480** | **365 306** | **92 173** | **564 913** | **462 223** | **102 690** |

## STRATEGY TO OVERCOME AREAS OF UNDERPERFORMANCE

The underspending in the Administration Programme was due to the implementation of austerity measures which impacted the implementation of human resources projects and the filling of vacancies. The underspending in the Earth Observation Programme was limited due to a reduction in contract income. The overspending in the Space Science Programme was mainly attributable to the grant funding for the operational Space Weather Centre not being secured by year end. The expenditure in the Space Operations Programme was lower than expected due to income received at year end which could not be spent within the financial year. The underspending in the Space Engineering Programme was due to unfilled vacancies and the delay in implementation of the AIT facility upgrade.

# 15. Revenue Information

*Table 9: Revenue Information*

| SOURCES OF REVENUE | 2023/2024 | | | 2024/2025 | | |
|---|---|---|---|---|---|---|
| | ESTIMATE R'000 | ACTUAL AMOUNT COLLECTED R'000 | (OVER) / UNDER COLLECTION R'000 | ESTIMATE R'000 | ACTUAL AMOUNT COLLECTED R'000 | (OVER) / UNDER COLLECTION R'000 |
| **Contract Income: Public** | 18 686 | 23 511 | (4 826) | 29 659 | 27 930 | 1 729 |
| **Contract Income: Private** | 5 285 | 6 501 | (1 216) | 7 067 | 7 539 | (471) |
| **Contract Income: Foreign** | 92 826 | 130 926 | (38 101) | 100 339 | 132 232 | (31 892) |
| **Other Income** | 11 225 | 14 924 | (3 700) | 8 847 | 10 714 | (1 867) |
| **Total** | **128 021** | **175 863** | **(47 841)** | **145 913** | **178 414** | **(32 502)** |

The public sector revenue is under budget due to contracts for the Earth Observation and Space Science programmes not secured. The private sector income exceeded the budget due to increased demand for compass calibration services by Space Science and higher than anticipated income from the electricity charges at Space Operations. The foreign income exceeded budget due to new clients, including AIRCAS. Intuitive Machines, Space X and ISRO with Space Operations. This programme also earned higher than expected ad hoc revenue from mission control and tracking services.

# 16. Capital Investment

## CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

SANSA policies assist in ensuring resources are effectively and efficiently managed. The Asset Management Policy is aligned with proper management of asset infrastructure and reporting thereof. The application of resources is monitored through maintenance plans, risk management processes and business continuity management plans to safeguard the optimal utilisation of SANSA's infrastructure for operational and industry applications.

*Table 10: Capital Investment*

| | 2023/2024 | | | 2024/2025 | | |
|---|---|---|---|---|---|---|
| INFRASTRUCTURE PROJECTS | BUDGET R'000 | ACTUAL R'000 | (OVER) / UNDER EXPENDITURE R'000 | BUDGET R'000 | ACTUAL R'000 | (OVER) / UNDER EXPENDITURE R'000 |
| **Space Infrastructure Hub (SIH)** | - | - | - | 27 613 | - | 27 613 |
| **Extension of Student Residence (Hermanus site)** | 2 214 | 2 214 | - | - | - | - |
| **Matjiesfontein Ground Segment** | 75 000 | 1 773 | 73 227 | 3 000 | 2 927 | 73 |
| **Guard house (Hermanus site)** | 1 157 | 931 | 226 | - | - | - |
| **Access Road (Hermanus site)** | 479 | 361 | 118 | - | - | - |
| **Pathways (Hermanus site)** | - | - | - | 400 | 363 | 37 |
| **CSIR connectivity** | - | - | - | 20 000 | 20 000 | - |
| **Road (Hartebeesthoek site)** | - | - | - | 19 888 | 19 211 | 677 |
| **Total** | **78 850** | **5 279** | **73 571** | **70 901** | **42 502** | **28 399** |

The SIH project implemented commenced in the financial year under review. The procurement for the Solar Telescope installation started in 2024/25. In relation to the MTJ project SANSA received R75 million in March 2023 and implementation and expenditure commenced in 2023/24 and continued in 2024/25 with funding received through the SIH project in March 2024.

The following infrastructure projects were initiated and/or completed in the 2024/25 financial year:

- The installation of pathways at SANSA Hermanus
- The funding for the Matjiesfontein ground segment was secured and received in March 2023 and more funding was received in March 2024 as part of the SIH project. The project commenced in 2023/24 and continued in 2024/25. The project and procurement have long lead times due to the complexity and location of the project.
- CSIR connectivity
- The specification and procurement process for the satellite development within the SIH project has commenced in 2024/25 and is expected to gain momentum in 2025/26.
- The road at the Hartebeesthoek site has been resurfaced and extended

*Table 11: Key Infrastructure Projects*

| 2024/2025 KEY INFRASTRUCTURE PROJECTS | PIPELINE PROJECTS |
|---|---|
| · Space Infrastructure Hub (SIH)<br>· Matjiesfontein Ground Station DSN<br>· Matjiesfontein Ground Station DSN (continued)<br>· Road at Hartebeesthoek<br>· Building management and access control at Hermanus site<br>· Installation of pathways at Hermanus site | · Space Infrastructure Hub (SIH) – MTJ and Satellite building<br>· Installation of Solar Telescope<br>· Antenna at Hartebeesthoek site<br>· Expansion of magnetically clean area<br>· Building of satellite<br>· Solar Panels installation at Hartebeesthoek site<br>· Operations Room upgrade at Hartebeesthoek site |


# PART C
# GOVERNANCE

# 17. Introduction

SANSA was established in terms of the SANSA Act (Act 36 of 2008, as amended) and forms part of the portfolio of entities overseen by the Department of Science, Technology and Innovation. The Agency adheres to the legislative mandate outlined in the Space Affairs Act (Act No. 84 of 1993), an instrument of the Department of Trade Industry and Competition (dtic) which establishes the regulatory and policy framework for a South African space programme. SANSA, a Schedule 3A entity, is governed by the Public Finance Management Act and National Treasury Regulations. The Agency endeavoured to maintain the highest levels of governance and adherence to best practices throughout the financial year ended 31 March 2025, adopting principles of the King IV Report on Governance.

# 18. Portfolio **Committees**

Parliament exercises its role through evaluating the performance of public entities by interrogating their annual financial statements and other relevant documentations which are required to be tabled, in addition to any other documentation tabled.

The Portfolio Committee on Science, Technology and Innovation oversees the delivery of services by public entities and assesses the non-financial information included in their annual reports. The Committee's focus is on enhancing economic growth and ensuring effective service delivery. In this regard, SANSA presents its Strategic Plan and Annual Performance Plans to the Portfolio Committee.

# 19. Executive **Authority**

SANSA reports to the Minister of Science, Technology and Innovation as prescribed by the Public Finance Management Act and SANSA Act. The Executive Authority has the power to appoint and dismiss the Board of a public entity and must ensure that members of the Board have the necessary skills and experience to guide the public entity. SANSA presents the annual report, strategic plan and annual performance plans to the Minister of Science, Technology and Innovation. During the year under review SANSA submitted all prescribed reports (e.g., quarterly reports) and complied with the provisions of the Public Finance Management Act.

# 20. The Accounting Authority / The Board and Board Committees

## INTRODUCTION

The SANSA Board (the Board) is the Accounting Authority in terms of the Public Finance Management Act and reports to the Minister of Science, Technology and Innovation (Executive Authority). The Board is responsible for providing SANSA with strategic direction, and ethical leadership and ensures that the SANSA abides by good corporate governance principles.

The Board, along with its Board committees, oversees the application of the SANSA mandate by delivering on the Strategic Plan including the Annual Performance Plan and assessing the organisation's performance. This section provides an overview of the governance systems, processes and controls in place to hold the organisation accountable.

## THE ROLE OF THE BOARD

The Board is responsible for oversight across SANSA in areas such as operations and risk, strategy, organisational structure, financial soundness and regulatory compliance.

The responsibilities of the Board are dictated primarily by the SANSA Act 36 of 2008 (the SANSA Act) and the Public Finance Management Act 1 of 1999 (the PFMA.

Section 9 of the SANSA Act stipulates the Board's main functions and responsibilities, which are to add significant value to SANSA by:

- Performing any function imposed upon it in accordance with the policy issued by the Minister and in terms of the SANSA Act,
- Overseeing the functions of the Agency,
- Monitoring the research priorities and programmes of the Agency,
- Giving effect to the strategy of the Agency in the performance of its functions,
- Notifying the Minister immediately of any matter that may prevent or materially affect the achievement of the objectives of the Agency, and
- Establishing or disbanding the Agency's organisational divisions, as appropriate, after consultation with the Minister.

The Board comprises of three Board committees: the Audit and Risk Committee (ARC); the Human Resources, Social and Ethics Committee (HRSEC) and the Strategy, Technology and Investment Committee (STIC). Members of these committees are appointed by the Board and selected according to the skill sets required to fulfil their functions.

## THE BOARD CHARTER

The SANSA Board Charter sets out the role and functions of the Board, highlights the fiduciary responsibility and accountability, as well as the internal structures and operations of the Board. The SANSA Board Charter is informed by several legislative prescripts and governance guidelines. These include the provisions of the SANSA Act as amended, the PFMA and the King IV report on Corporate Governance.

## COMPOSITION OF THE BOARD

As of 31 March 2025, the Board consisted of fifteen members, the chairperson of the Board and the Chief Executive Officer as an ex officio member of the Board. In terms of section 6 of the SANSA Act, Board members are appointed for a term not exceeding four years and are eligible for re-appointment for one further term thereafter. The Minister appointed the current Board members with effect from 01 September 2022. During the reporting period, the Minister appointed five additional Board members, namely, Mr. Joseph Komape, Mr. Fortune Mkhabela, Mr. Linden Petzer and Ms. Nompumelelo Nzimande and Ms. Keitumetse Lebaka effective from 24 June 2024.

## SANSA BOARD MEMBERS: 01 APRIL 2024 – 31 MARCH 2025

*Table 12: Composition of the Board: 01 April 2024- 31 March 2025*

| NAME | DESIGNATION (IN TERMS OF THE SANSA BOARD STRUCTURE) | APPOINTMENT DATE | TERMINATION DATE | QUALIFICATIONS | AREA OF EXPERTISE | BOARD DIRECTORSHIPS (LIST THE ENTITIES) | OTHER COMMITTEES OR TASK TEAMS | NO. OF MEETINGS ATTENDED |
|---|---|---|---|---|---|---|---|---|
| **Mr Patrick Ndlovu** | Board Chairperson | 01/09/2022 | - | MSc Eng (Satellite-Based Communication, Navigation & Surveillance), BSc Eng (Electronics), Executive Development Programme, Management Development Programme, Program in Project Management | Engineering and space technology | Infinity Investments (Pty) Ltd; Infinity Aerospace (Pty) Ltd; Danebo Logistics (Pty) Ltd; Steelform Industries (Pty) Ltd | N/A | 20 |
| **Mr Tlou Emmanuel Ramaru** | Board Member | 01/09/2022 | - | BSc Honours, Degree Environmental Science, Total Quality Management Certificate, African Management Certificate, Community Based Natural Resource Management | Earth observation and Communication | - | Strategy, Technology and Investment Committee; Human Resource and Social and Ethics Committee | 24 |
| **Mr Benjamin Francois Denner** | Board Member | 01/09/2022 | - | B.Eng. (Electronic Engineering), MSc Development Studies | Engineering and Space Technology | The Enceladus Group (Pty) Ltd; Aerosud Holdings (Pty) Ltd; Measuring Instruments Technology (Pty) Ltd; The Starboard Coffee Company (Pty) Ltd; Denner Foundation Trust; Nebula Trust | Chairperson of the Strategy, Technology and Investment Committee; Human Resource and Social and Ethics Committee | 22 |
| **Ms Jessie Ndaba** | Board Member | 01/09/2022 | - | BSc (Electrical) | Engineering and Space Technology | Astrofica Technologies (Pty) Ltd; Astrofica Telecomms (Pty) Ltd; Not operational JesTurc (Pty) Ltd; NdabaMakwane (Pty) Ltd | Strategy, Technology and Investment Committee; Human Resource and Social and Ethics Committee | 22 |
| **Advocate Lindelwa Ndziba** | Board Member | 01/09/2022 | - | BA Arts in Law, LLB, Certificates in Strategic HR Leadership, Professional Business Coaching and Leadership in Board Governance. | Space law, human resources, and governance | Martotex (Pty) Ltd | Chairperson of Human Resource and Social and Ethics Committee; Audit and Risk Committee. | 27 |

| NAME | DESIGNATION (IN TERMS OF THE SANSA BOARD STRUCTURE) | APPOINTMENT DATE | TERMINATION DATE | QUALIFICATIONS | AREA OF EXPERTISE | BOARD DIRECTORSHIPS (LIST THE ENTITIES) | OTHER COMMITTEES OR TASK TEAMS | NO. OF MEETINGS ATTENDED |
|---|---|---|---|---|---|---|---|---|
| **Advocate Lufuno Tokyo Nevondwe** | Board Member | 26/07/2022 Reappointed | - | LLB; LLM in Human Rights Law | Space law, human resources, and governance | National Lotteries Participants Trust; Independent Development Trust (IDT); Agreement South Africa; Films and Publication Board (FPB); Nelson Mandela Museum; Woodhill Estate Homeowners Association; Govhani Forensic Investigation Services; Tshipapule Trading and Projects; Phusuphusu Security Services; Classy Living collection; University of Limpopo | Human Resource and Social and Ethics Committee; Strategy, Technology and Investment Committee | 26 |
| **Mr Molawa Ngoetjana** | Board Member | 01/09/2022 | - | B.Eng. Electronic Engineering, System Engineering & Management Course, Bachelor of Engineering, Electronic Engineering | Engineering (space engineering, systems engineering/ project management, contract management/ finance etc.) | - | Human Resource and Social and Ethics Committee | 24 |
| **Mr Nkhangweni Lawrence Rambau** | Board Member | 01/09/2022 | - | Finance and Auditing, Information Technology, Governance, Risk, Ethics, and Combined Assurance | EDP12, MBL, MIT, Dip IT, Dip IS, Cert IS, BA, Dip Ed. | Tenacity Science & Technology, Engineering & Mathematics (STEM) Foundation; Mukhuthu Arts & Cultural Foundation; Kopano Renewals (Pty) Ltd | Audit and Risk Committee; Human Resource and Social and Ethics Committee | 23 |
| **Ms Charlotte Segage** | Board Member | 01/09/2022 | - | Finance and Auditing, Information Technology, Governance, Risk, Ethics, and Combined Assurance | CA(SA), Bcompt Hons | Cashew Registered Auditors Inc | Chairperson of the Audit and Risk Committee | 20 |
| **Prof Azwinndini Muronga** | Board Member | 01/09/2018 Reappointed 01/09/2022 | - | PhD (Physics); MSc (Physics); BSc (Mathematics and Physics); University Education Diploma | Physics and education | - | Human Resource and Social and Ethics Committee; Strategy, Technology and Investment Committee | 14 |

| NAME | DESIGNATION (IN TERMS OF THE SANSA BOARD STRUCTURE) | APPOINTMENT DATE | TERMINATION DATE | QUALIFICATIONS | AREA OF EXPERTISE | BOARD DIRECTORSHIPS (LIST THE ENTITIES) | OTHER COMMITTEES OR TASK TEAMS | NO. OF MEETINGS ATTENDED |
|---|---|---|---|---|---|---|---|---|
| **Ms Nomfuneko Majaja** | Board Member | 01/09/2018<br>Reappointed 01/09/2022 | - | BCom (Hons); MA (Development Econ) | Government, legal and compliance (including space affairs and special economic zones); Industrial Policy & Strategy development | Ubuntu Guest House | Strategy, Technology and Investment Committee | 22 |
| **Mr Joseph Komape** | Board Member | 24 June 2024 | - | Bcom Financial Accounting/CTA (2002); Mcom (SA & International Tax) (2007)- University of Johannesburg. | Finance, Governance, risk and Human resources | | Audit and Risk Committee; Strategy, Technology and Investment Committee | 24 |
| **Mr. Fortune Mkhabela** | Board Member | 24 June 2024 | - | Postgraduate Diploma in Management; Bachelor of Commerce Honours (Auditing); Certification in Control Self- Assessment (CCSA); Certified Internal Auditor; Bachelor of Commerce Specialization in Accounting | Finance, Governance, risk and Human resources | Non-Executive Director at MAFF INTERNATIONAL (PTY) LTD and Majority Shareholder\| | Audit and Risk Committee; Strategy, Technology and Investment Committee | 22 |
| **Mr. Linden Petzer** | Board Member | 24 June 2024 | - | National Higher Diploma: (Electrical Engineering - Light Current) National Higher Diploma: Management Practice Witwatersrand University (Centre for Continuing Engineering Education) Electromagnetic Compatibility University of Pretoria (LGI) VHF/ UHF Propagation University of Pretoria (LGI) | Technology and Applications | Founder/owner of Linden Petzer Consulting, an independent consultancy specialising in spectrum management and ICT regulatory affairs. | Audit and Risk Committee; Strategy, Technology and Investment Committee | 15 |
| **Ms. Nompumelelo Nzimande** | Board Member | 24 June 2024 | - | Advanced Master of Laws (LLM) in Air and Space Law<br>Master of Laws (LLM) in Maritime Law<br>Bachelor of Laws (LLB) | Space Law | | Strategy, Technology and Investment Committee; Human Resource and Social and Ethics Committee | 22 |
| **Ms. Keitumetse Lebaka** | Board Member | 24 June 2024 | - | B Com in Management Science<br>Professional Certificate in Programme and Project Management<br>Professional Certificate in Public and Development Management<br>Management Development Programme,<br>Global Executive Development Programme,<br>PG Diploma in Management Practice<br>Master in Business Administration | Finance, Governance, risk and Human resources | | Audit and Risk Committee; Human Resource and Social and Ethics Committee | 18 |

# SANSA **Board Members**

Mr Patrick Ndlovu
Chairperson

Mr Tlou Ramaru

Prof Azwinndini Muronga

Mr Benjamin Francois Denner

Adv Lindelwa Ndziba

Mr Linden Petzer

Mr Nkhangweni Rambau

Mr Molawa Vincent Ngoetjana

Ms Jessie Ndaba

Ms Charlotte Segage

Ms Nomfuneko Majaja

Mr Joseph Komape

Ms Nompumelelo Nzimande

Ms Keitumetse Lebaka

Adv Lufuno Nevondwe

Mr Mlungisi Mkhabela

## BOARD CHAIR COMMITTEE MEMBERS, AND MEETING ATTENDANCE

*Table 13: Board Chair Committee members meeting attendance*

| NAME | 22/05/24 | 02/07/24 | 16/07/24 | 23/07/24 | 24/07/24 | 25/07/24 | 08/08/24 | 05/09/24 | 05/09/24 | 06/09/24 | 16/09/24 | 27/09/24 | 04/10/24 | 15/10/24 | 01/11/24 | 21/11/24 | 08/01/25 | 13/01/25 | 27/02/24 | 24/03/24 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Mr Patrick Ndlovu | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mr Francois Denner | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | × | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × |
| Ms Charlotte Segage | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | ✓ |
| Adv Lindelwa Ndziba | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Prof. Azwinndini Muronga | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | × | × | × | ✓ | ✓ | ✓ | × | × | ✓ | × | ✓ | ✓ | × |
| Mr Molawa Ngoetjana | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Ms Jessie Ndaba | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | × | × | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ | × | ✓ | ✓ | ✓ |
| Adv Lufuno Tokyo Nevondwe | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mr Nkhangweni Rambau | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ |
| Ms Keitumetse Lebaka | - | ✓ | × | × | ✓ | ✓ | ✓ | × | × | × | ✓ | ✓ | ✓ | × | ✓ | ✓ | × | ✓ | ✓ | ✓ |
| Mr Linden Petzer | - | ✓ | ✓ | × | × | × | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | × |
| Ms Nompumelelo Nzimande | - | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | × |
| Mr Joseph Komape | - | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mr Tlou Ramaru | × | ✓ | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | × | ✓ | ✓ | ✓ | ✓ | ✓ |
| Ms Nomfuneko Majaja | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Mr Mlungisi Mkhabela | - | ✓ | ✓ | × | × | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

✓ Present × Apology ■ Not a member

## BOARD COMMITTEES

### AUDIT AND RISK COMMITTEE

The establishment of the Audit and Risk Committee complies with Sections 76(4)(d) and 77 of the PFMA and Section 3 of the National Treasury Regulations. As at 31 March 2025, the Committee consisted of nine (9) non-executive members and the Committee Chairperson was Ms Charlotte Mahlako Segage, as indicated in table below.

The Audit and Risk Committee provides independent oversight over:

- The effectiveness of SANSA's internal control systems and functions, including the audit function,
- The management of SANSA's risks, and
- The adequacy, reliability, and accuracy of the financial information

*Table 14: ARC Attendance*

| NAME | DATE OF MEETING | | | |
|---|---|---|---|---|
| | 14/05/2024 | 12/07/2024 | 29/10/2024 | 18/02/2025 |
| **Ms Charlotte Segage-Chairperson** | ✓ | ✓ | ✓ | ✓ |
| **Adv Lindelwa Ndziba** | ✓ | ✓ | ✓ | ✓ |
| **Mr Nkhangweni Rambau** | ✓ | ✓ | ✓ | ✓ |
| **Adv Lufuno Tokyo Nevondwe** | ✓ | ✓ | ✓ | ✓ |
| **Mr Francois Denner** | ✓ | ✓ | ✓ | ✓ |
| **Mr Mlungisi Mkhabela** | ■ | ✓ | ✓ | ✓ |
| **Mr Joseph Komape** | ■ | ✓ | ✓ | ✓ |
| **Ms Keitumetse Lebaka** | ■ | ✓ | ✓ | ✓ |
| **Mr Linden Petzer** | ■ | × | × | ✓ |
| **Mr Humbulani Mudau** | ✓ | ✓ | ✓ | ✓ |

✓ Present × Apology ■ Not a member

### HUMAN RESOURCES, SOCIAL AND ETHICS COMMITTEE

The Human Resources, Social and Ethics Committee consisted of nine (9) non-executive members and the Executive Director: Enterprise Services as an ex-officio member as of 31 March 2025. Advocate Lindwelwa Ndziba served as Chairperson of the Committee.

The Committee assists the Board with oversight of matters relating to human resources, remuneration, code of conduct and social and ethics. The Committee is responsible for, among others:

- Ensuring that the Human Resources strategy supports the Agency's vision, mission, and associated activities,
- Overseeing human resource-related issues, including employee benefits, and succession planning, organisational design, and talent management.

*Table 15: HRSEC attendance*

| NAME | DATE OF MEETING | | | | |
|---|---|---|---|---|---|
| | 07/05/2024 | 13/05/2024 | 08/07/2024 | 11/10/2024 | 11/02/2025 |
| **Adv Lindelwa Ndziba-Chairperson** | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Ms Jessie Ndaba** | ✓ | × | ✓ | ✓ | ✓ |
| **Adv Lufuno Tokyo Nevondwe** | ✓ | ✓ | ✓ | ✓ | ✓ |
| **Ms Keitumetse Lebaka** | × | × | ✓ | × | ✓ |
| **Mr Nkhangweni Rambau** | ✓ | ✓ | ✓ | × | × |
| **Mr Tlou Ramaru** | ✓ | ✓ | ✓ | × | ✓ |
| **Nomfuneko Majaja** | × | ✓ | ■ | ■ | ■ |
| **Ms Nompumelelo Nzimande** | ■ | ■ | ✓ | ✓ | ✓ |
| **Mr Molawa Ngoetjana** | ■ | ■ | ✓ | ✓ | ✓ |
| **Prof. Azwinndini Muronga** | ■ | ■ | × | ✓ | ✓ |
| **Mr Humbulani Mudau** | ✓ | ✓ | ✓ | ✓ | ✓ |

✓ Present × Apology ■ Not a member

## STRATEGY, TECHNOLOGY AND INVESTMENT COMMITTEE

As at 31 March 2025, the Strategy, Technology and Investment Committee consisted of ten (10) non-executive members, the Chief Executive Officer (CEO) and Chief Financial Officer (CFO) as executive members. Mr Francois Denner served as Chairperson of the Committee.

The Committee assists the Board in discharging its responsibilities to, among others:

- Facilitate and oversee the strategic planning process,
- Ensure that the Strategic Plan sets out performance priorities, and
- Ensure relevant resourcing of SANSA's strategic initiatives.

*Table 16: STIC attendance*

| NAME | DATE OF MEETING | | | |
|---|---|---|---|---|
| | 10/05/2024 | 11/07/2024 | 07/11/2024 | 14/02/2025 |
| **Mr Francois Denner - Chairperson** | ✓ | ✓ | ✓ | ✓ |
| **Prof. Azwinndini Muronga** | × | × | × | × |
| **Mr Molawa Ngoetjana** | ✓ | ✓ | ✓ | ✓ |
| **Ms Jessie Ndaba** | ✓ | ✓ | ✓ | ✓ |
| **Mr Tlou Ramaru** | ✓ | ✓ | ✓ | ✓ |
| **Ms Nomfuneko Majaja** | ▪ | ✓ | × | ✓ |
| **Mr Linden Petzer** | ▪ | × | ✓ | ✓ |
| **Ms Nompumelelo Nzimande** | ▪ | ✓ | ✓ | ✓ |
| **Mr Joseph Komape** | ▪ | ✓ | ✓ | ✓ |
| **Mr Mlungisi Mkhabela** | ▪ | ✓ | ✓ | ✓ |

✓ Present × Apology ▪ Not a member

## REMUNERATION OF BOARD MEMBERS

Board Member remuneration is aligned with National Treasury guidelines on Remuneration of Board Members, as set out in the Annual Financial Statements. The Board is categorised at level A2, and Board members are paid to prepare for and attend meetings. Board members are furthermore reimbursed for travel costs (airfares, car hire and accommodation) and incidental expenses such as parking, train fares and the use of personal vehicles (reimbursed per kilometre as per the SANSA travel policy). Board members who represent other government departments or institutions (or who are in the employ of government) are not remunerated unless proof of permission to do remunerative work outside their normal official duties is submitted

*Table 17: Board Remuneration*

| NAME | REMUNERATION R | OTHER ALLOWANCE R | OTHER RE-IMBURSEMENTS R | TOTAL R |
|---|---|---|---|---|
| **Mr Patrick Ndlovu** | 598 763,00 | - | 2577 | 601 340,00 |
| **Ms Charlotte Segage** | 185 051,00 | - | - | 185 051,00 |
| **Adv Lindelwa Ndziba** | 182 464,5 | - | 117 | 182 581,50 |
| **Mr Nkhangweni Rambau** | 158 622,00 | 628 | 592 | 165 046,00 |
| **Adv Lufuno Tokyo Nevondwe** | 155 542,00 | - | 5 204,00 | 160 746,00 |
| **Mr Francois Denner** | 227 789,50 | 2449 | - | 230 238,50 |
| **Ms Nomfuneko Majaja** | - | - | - | - |
| **Ms Jessie Ndaba** | 162 416,00 | | 6 142,00 | 168 558,00 |
| **Mr Molawa Ngoetjana** | 182 393,00 | 818 | 1265 | 191 804,00 |
| **Prof. Azwinndini Muronga** | 75 538,00 | | 23 140,00 | 98 678,00 |
| **Mr Tlou Ramaru** | - | - | - | - |
| **Ms Nompumelelo Nzimande** | 115 434,00 | 2 832,00 | - | 118 266,00 |
| **Mr Joseph Komape** | 173 996,00 | 5 192,00 | - | 179 188,00 |
| **Ms Keitumetsi Lebaka** | 130 302,00 | 5 192,00 | - | 136 588,00 |
| **Mr Fortune Mkhabela** | 14 257,00 | 515,00 | - | 14 772,00 |
| **Mr Linden Petzer** | 55 696,00 | 28 332,00 | - | 84 028,00 |

# SANSA Executive Committee

**Mr Humbulani Mudau**
Chief Executive Officer

**Mr Brighton Jena**
Chief Financial Officer

**Ms Sibongile Mazibuko**
Executive Director:
Enterprise Services

**Mr Raoul Hodges**
Executive Director:
Space Science

**Mr Tiaan Strydom**
Acting Executive Director:
Space Operations

**Prof Abel Ramoelo**
Executive Director:
Earth Observation

**Ms Leago Takalani**
Executive Director
Space Engineering

## RISK MANAGEMENT

Risk management is concerned with the coordination of activities to direct and control an organisation with regard to risk. The Board has demonstrated its commitment to effective risk management by adopting an Enterprise Risk Management policy that is aligned with the Public Sector Risk Management Framework and Section 51 of the PFMA. Other frameworks of reference include ISO 31000:2018, COSO ERM Framework and King IV Report on Corporate Governance for South Africa, 2016. This provides a structured approach to managing risks, ensuring that the Agency is adequately positioned to respond to potential threats and opportunities.

The Audit and Risk Committee (ARC) provides oversight over the system of risk management through regular quarterly reporting, ensuring that potential risks are identified, assessed, and mitigated in a timely and effective manner. The comprehensive risk profile reports that are presented to the ARC outline progress in relation to strategic risk mitigation, the programme as well as other key projects and strategic themes across the Agency.

The Board utilises risk management as a decision-making tool to ensure success within the context of strategic outcomes, as well as operational and project outcomes.

SANSA's risk management process is built around two interconnected pillars: risk-informed decision-making and continuous risk management. These interconnected processes are designed to foster a culture of risk awareness and resilience, enabling decision-makers at all levels to make informed choices that balance value creation and sustainability with long-term risk considerations.

The Risk-Informed Decision-Making process is applied to critical decisions, particularly those involving the setting, adjustment, or realignment of strategic direction/ requirements either at a strategic or project level. RIDM ensures that key decisions are systematically analysed, considering risk exposure, complexity, and strategic alignment. Continuous Risk Management (CRM) process ensures that risk-based decisions align with organisational outcomes at all levels of SANSA's structure. CRM systematically integrates risk considerations into decision-making to enhance resilience and performance.

## RISK ASSESSMENTS

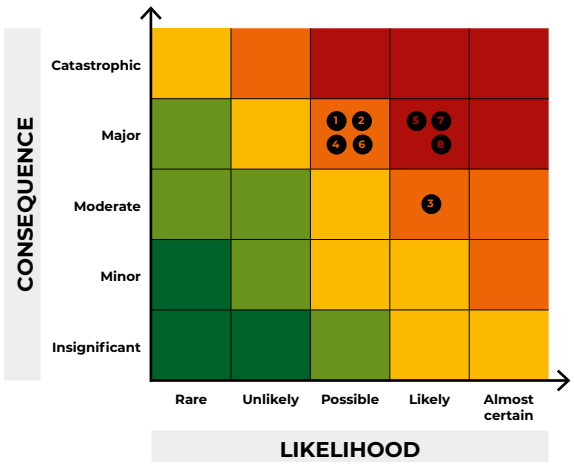
SANSA has taken a holistic and forward-thinking approach to risk management, implementing a range of activities to identify, assess and mitigate potential risks, Key highlight from the year under review include:

- Strategic risk assessment: A comprehensive review aligned with the Agency's strategic outcomes, ensuring risk management is integral to organisational strategic planning.
- Project risk assessment: A comprehensive review aligned with the risks of the projects and risks within the project, ensuring risks emanating from scope, schedule, cost, as well as other key factors are identified, assessed and mitigated
- Operational risk assessment: A collaborative and inclusive process engaging risk champions across all programs, fostering a culture of risk awareness and shared responsibility. This includes conducting a fraud risk assessment across all key processes, ensuring the identification and mitigation of potential vulnerabilities.
- Combined Assurance: A combined assurance model providing end-to-end assurance coverage for all strategic risks, with clear lines of accountability across the three lines of assurance, namely, management (first line), specialist functions (second line) and independent assurance providers (third line)
- Business Continuity: Annual review of business continuity plans, including risk assessment and exercises to ensure resilience and continuity of the Agency's critical processes and systems, with a focus on continuous improvement and learning.

The following SANSA strategic risk profile dashboard provides an overview of the status of the residual risk for the year under review. The scope of strategic risk assessment encompasses strategic outcomes, internal environment, external environment, industry/ competition, and government policy and regulations.

*Figure 8: SANSA Strategic Risk Dashboard*

| STRATEGIC OUTCOME | STRATEGIC RISK(S) | RISK THRESHOLD(S) | RESIDUAL RISK PROFILE |
|---|---|---|---|
| **Outcome 1** | 1. Decline in the generation and dissemination of knowledge. | **Within Threshold** | |
| **Outcome 2** | 2. Declining National and untransformed Space Sector | **Within Threshold** | |
| **Outcome 3** | 3. Inability by SANSA and the Space Industry to retain and attract new and innovative skills generated through a "pipeline" | **Above Threshold** | |
| **Outcome 3** | 4. Reduced ability to generate, maintain and grow a pipeline of skills (through youth engagement and development of capability) | **Within Threshold** | |
| **Outcome 4** | 5. Reduction in the use of South African space-based products and services. | **Above Threshold** | |
| **Outcome 5** | 6. Increased competitiveness and ability to access new markets | **Within Threshold** | |
| **Outcome 6** | 7. Failure to develop unique products and services offering based on proper market segmentation and niche market identification | **Above Threshold** | |
| **Outcome 6** | 8. Failure to develop early warning systems for disaster risk mitigation | **Above Threshold** | |




**Within Threshold:** A risk rating within a defined tolerance level for a particular risk category

**Above Threshold:** A risk rating above a defined tolerance level for a particular risk category

# 21. Internal Controls

SANSA management is responsible for the achievement of the business objectives, which includes the design, implementation and monitoring of adequate and effective internal controls. Internal Audit focuses on the risk, governance, compliance and control processes of the organisation and is responsible for expressing an opinion on the adequacy and effectiveness of the internal controls within those processes. Internal Audit is not responsible for the implementation and related controls.

# 22. Internal Audit and Audit Committees

Internal Audit provides independent objective assurance and consulting services that cover a wide spectrum of activities that assess and improve the effectiveness of governance, risk management and internal control. The purpose, authority and responsibility of the Internal Audit function are formally defined in its Charter, which is reviewed on an annual basis and approved by the ARC.

Internal Audit developed a risk-based audit plan, which was approved by the ARC. The completed audits in the year under review included the following areas:

- Quarterly Performance Information
- Financial Management
- Asset management
- SIH Review
- Supply Chain Management
- Human Resource Management
- Governance
- Enterprise Risk Management

Internal Audit provides recommendations to management with regard to internal controls, risk management and governance processes. A follow-up on agreed management actions is performed quarterly. Progress on the implementation of corrective action is further monitored by the Executive Committee and ARC.

The SANSA Internal Audit Unit has adopted a co-sourced model whereby the organisation makes use of an internal audit service provider as well as an in-house audit team to meet the responsibilities of the unit. RAiN Chartered Accountants was appointed on 01 September 2022 to provide capacity and resources during the execution of audits.

The Audit and Risk Committee is responsible for playing an oversight role and monitoring the effectiveness of internal control, particularly financial controls and risk management; compliance with legislation and regulations and the review of the Annual Financial Statements. Internal Audit reports to the Committee quarterly and submits written annual assessments for the year.

# 23. Compliance with Laws and Regulations

Governance priorities for SANSA are centred on promoting a culture of sound internal controls, policies, and procedures that reach far beyond mere legal compliance. The development and implementation of effective risk management and compliance systems to drive the achievement of the entity's strategic outcomes and a continued focus on compliance with all applicable laws remained key during the financial year.

# 24. Fraud Corruption

SANSA has implemented a comprehensive Fraud Prevention Policy, supported by a structured fraud investigation methodology, to reinforce its zero-tolerance stance on fraudulent activities. The framework outlines the necessary controls and procedures for the effective identification, prevention, and detection of fraud. During the reporting period, all reported cases were duly reviewed and concluded, with quarterly reports submitted to the relevant governance structures.

SANSA conducts annual, comprehensive fraud awareness roadshows at all its sites. These interactive and engaging campaigns are designed to educate employees on the risks and consequences of fraud, while reinforcing the importance of reporting any suspicious activities. By promoting awareness and upholding a zero-tolerance approach to fraud, SANSA continues to safeguard its integrity and its reputation.

SANSA conducts risk assessments across all key functions to facilitate the identification, assessment, and management of fraud risks. Further, SANSA has established the following processes in relation to the reporting of actual, suspected, or alleged instances of fraud:

- Platforms, including communication, for reporting of fraud;
- Conducting investigations, determinations or assessments into reported cases, and
- Reporting on ongoing and finalised investigations, including recommendations.

# 25. Minimising Conflict of Interest

### SUPPLY CHAIN MANAGEMENT (SCM) PROCESSES TO MINIMISE CONFLICT OF INTEREST

There are three SCM Committees which SANSA employees serve on, namely: Bid Specification Committee, Bid Evaluation Committee, and a standing Bid Adjudication Committee comprising Executives. Employees serving on these committees are required to declare the extent of their conflict of interest in writing prior to the commencement of the committee meeting. Depending on the nature of the conflict of interest, members can either continue with participation in the discussion or recuse themselves from participating in the discussion and activities of the committee.

# 26. Code of Conduct

SANSA subscribes to the principles of sound ethical conduct in all its internal and external stakeholder engagements. This is aimed at maintaining high levels of professionalism, transparency, and accountability across the Agency to guide ethical decision–making. Furthermore, all SANSA employees are required to adhere to the Code of Conduct and declare their interests on an annual basis.

# 27. Health, Safety and Environmental Issues

SANSA implemented planned SHERQ management activities. These activities included effectively identifying and mitigating SHERQ risks through ensuring ongoing SHERQ compliance, training, and certification.

## HBK SHE (SAFETY, HEALTH AND ENVIRONMENTAL) OCCURRENCE AND NON-CONFORMANCE STATISTICS

### NCR'S /SHE COMPLIANT /SHE STOP/ OCCURRENCE STATS FOR 24/25

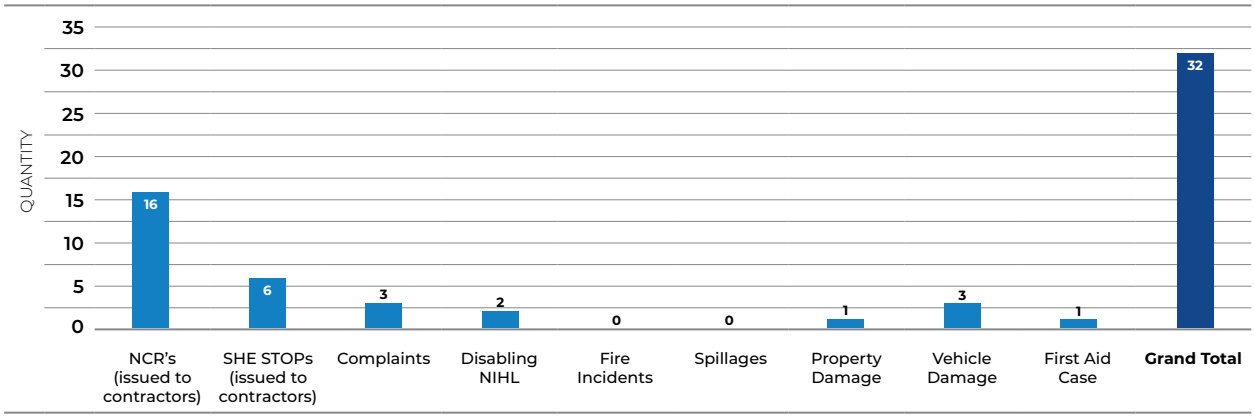



*Figure 9: SHE Occurrence and Non-compliance statistics*

As per Occurrence and Non-conformance procedure 013, incidents and deviations are identified, reported and investigated to ascertain the root causes to prevent and avoid recurrences of a similar nature. These deviations included SHE complaints, minor incidents, and SHE STOP certificates, whereby a process which poses threats to employees is stopped immediately until corrective measures are deployed to mitigate the risks.

### SHERQ TRAINING FOR 2024/25

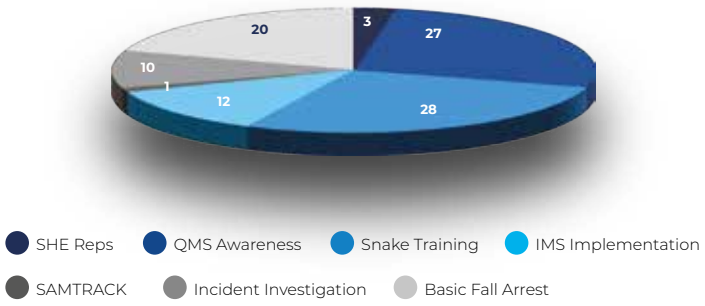



*Figure 10: SHEQ Training*

## BIODIVERSITY MANAGEMENT IN MATJIESFONTEIN

The site of the Deep Space Network ground station in Matjiesfontein is noted as an ecological site with various protected, vulnerable, rare, and threatened species, including those listed under SANBI Schedule 4. As a condition of the Environmental Impact Assessment (EIA) approval for the ground station, a Botanical Search and Rescue was required during the peak survey period of the relevant biomes. Approximately 150 protected plants were relocated and transplanted into a succulent garden within Matjiesfontein. This effort aimed to conserve ecologically valuable species, mitigating biodiversity loss and preserving ecological integrity within the development footprint.

## ENVIRONMENTAL STEWARDSHIP (RESOURCE CONSUMPTION PROGRAMME)

SANSA is committed to minimising its environmental impact and promoting the responsible use of natural resources. The organisation ensures that its operations support the long-term sustainability of the natural environment by monitoring resource consumption and encouraging conservation to meet the needs of future generations.

## CLIMATE CHANGE INITIATIVE

The impact of Climate change is on the rise, from increased frequency and severity of extreme weather events to changes in rainfall patterns and increased temperatures. The South African Government have signed the Climate Change Bill into legislation. Organisations are required to identify their climate change risk and adopt mitigation measures.

For this reason, SANSA is working to assist with quantifying the Greenhouse gas emission levels dispersed in the atmosphere emitted from HBK operations to establish a baseline.

## INTEGRATED MANAGEMENT SYSTEM (EXTERNAL CERTIFICATION AUDITS)

Space Operations conducted an external audit onsite by TCL accreditation body to ascertain the agency's level of compliance based on legal requirements as well as ISO standards. Legislation that was tested was not limited to the Occupational Health and Safety Act 85 of 1996 and National Environmental Management Act 106 of 1998 on the main as well as ISO 9001:2015, ISO 14001:2015 and ISO 45001:2018.

Zero findings were raised during the audit; however, two opportunities for improvement were noted for continual improvement. HBK sustained its ISO Accreditation status until the next audit cycle of 2027. This demonstrates SANSA's commitment and dedication towards safety, health, and environmental practices as well as standards prescribed both locally and internationally.

# 28. Board **Secretary**

The Board Secretary is accountable to the board. The Board Secretary's duties include, but are not restricted to:

- Providing the board of SANSA collectively and individually with guidance as to their duties, responsibilities and powers;
- Making the board aware of any law relevant to or affecting SANSA;
- Reporting to the board any failure on the part of SANSA or a board member to comply with SANSA policies or the SANSA Act;
- Ensuring that minutes of all board meetings and the meetings of any committees of the directors, or of audit and risk committee, are properly recorded in accordance with the board and board committees' charters; Ensuring that a copy of SANSA's Annual Financial Statements is sent to every person who is entitled to it; Assisting the Chairperson in determining the Annual Calendar and Annual Board Plan and other issues of an administrative nature; and
- Ensuring the induction of new and inexperienced Board members and, together with the Chairperson of the Board, developing mechanisms for providing continuous education and training for all Board members to improve and maintain the effectiveness of the Board.

# 29. Social **Responsibility**

## NATIONAL WATER WEEK CELEBRATION – PROMOTING WATER STEWARDSHIP AND SCIENCE EDUCATION

As part of its commitment to social responsibility and environmental education, SANSA hosted a National Water Week celebration in collaboration with Rand Water and the Sci-Bono Discovery Science Centre, themed "Water for Peace." The event aimed to raise awareness about sustainable water use and inspire future environmental stewards.

The event welcomed 40 learners from eight Bojanala District schools and 20 young adults from Mphotho Community Centre. Rand Water's Waterwise Team demonstrated the water journey from the Lesotho Highlands to household taps and provided practical conservation tips. Sci-Bono engaged attendees with science exhibitions, including a live demonstration on water's cooling properties.

This initiative aligns with SANSA's strategic focus on youth engagement, environmental awareness, and promoting science in support of sustainable development.


*Images 50 & 51: National Water week Celebrations*

## HARTBEESPOORT DAM CLEAN-UP – RESTORING WATER ECOSYSTEMS

In response to the growing ecological threat posed by invasive water hyacinth at Hartbeespoort Dam—now covering approximately 31.5% of the water surface due to high pollution levels—SANSA participated in a clean-up initiative to mark World Environment Month. These invasive plants severely impact the dam's ecosystem by depleting oxygen levels essential for aquatic life.

SANSA partnered with WESSA (Wildlife and Environment Society of South Africa) and Magalies Water to improve water quality by removing litter entangled in the harvested hyacinth and along the dam's shoreline. The campaign led to the collection and proper disposal of approximately 2,500 bags of mostly non-biodegradable plastic waste.

This initiative underscores SANSA's commitment to environmental restoration, sustainable water management, and community-led conservation efforts.

*Image 52: Hartbeespoort Dam Clean-up*

## ARBOUR DAY COMMEMORATION – CELEBRATING TREES AND SUSTAINABILITY

In observance of Arbour Day, SANSA planted the indigenous Karee Searsia, dedicating the ceremony to Mr. Manganyi in recognition of his 44 years of service to the organisation. The event also focused on raising awareness about the importance of tree planting, preservation, and the eradication of alien and invasive species. Employees were educated on how trees impact their daily lives, fostering a deeper appreciation for the beauty and ecological significance of trees. This initiative highlights SANSA's commitment to environmental stewardship and sustainability.

*Images 53 & 54: Arbour Day Commemoration*

# 30. Audit and Risk Committee **Report**

Ms Charlotte Segage

We are pleased to present our report for the financial year ended 31 March 2025.

## AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Audit and Risk Committee (ARC) hereby reports that as an independent statutory committee of the SANSA Board, it has complied with its responsibilities arising from Section 51 (1)(a)(ii) of the Public Finance Management Act and Treasury Regulation 27.1. The ARC further reports that it has adopted appropriate formal terms of reference as its ARC Charter. It has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein during the period under review.

The purpose of the SANSA ARC is to assist the Board in fulfilling its oversight responsibility on the system of internal control, the governance of risk, internal and external audit functions and SANSA's processes for monitoring statutory and regulatory compliance. The ARC has performed the following duties inter alia over the reporting period as guided by its Charter:

- Conducted a review of the effectiveness of SANSA's internal control systems.
- Ensured that key financial and risk matters in relation to execution of SANSA's mandate were adequately covered as part of the scope for internal and external audits.
- Exercised adequate oversight over the entity's compliance with applicable legal and regulatory transcripts; including but not limited to provisions of the SANSA Act, National Treasury Regulations as well as the PFMA.
- Exercised oversight over activities of the Internal Audit, External Audit Finance and Enterprise Risk Management Units including development and / or review of requisite key strategies, annual work plans, governance reports and effective coordination of management responses and implementation of action plans to address audit recommendations.

## ARC MEMBERS AND ATTENDANCE

The ARC consists of the members as stated on page 81 of this report. In accordance with its approved Charter, the ARC convened at least four meetings during the year under review. The meetings and schedule of attendance is shown on page 82 of this report.

The Chief Executive Officer, Chief Financial Officer, Executives, and Management of SANSA as well as representatives of the external and internal auditors attended the ARC meetings by invitation. The ARC has also periodically met separately with external auditors and internal auditors. The internal and external auditors have unrestricted access to the ARC. The Chairperson of the ARC reports to the Board, after each ARC meeting, on key issues which have been raised and discussed by the ARC.

## EXTERNAL AUDITORS

In execution of its statutory duties during the past financial year, the ARC:

- Supported the re-appointment of A2A Kopano Incorporated in terms of section 4 (3) of the Public Audit Act, to conduct the 2024/25 external

audit, which was duly approved by the Board and for which Auditor General South Africa (AGSA) concurrence was received.

- Determined the fees to be paid to external auditors as disclosed in note 25 of the Annual Financial Statements.
- Determined the terms of engagement with external auditors.
- Approved the Audit Strategy.

Based on the processes followed and assurances received by this Committee, nothing has come to our attention regarding the external auditors' objectivity and independence. It has been encouraging to note cordial relations and transparency in relation to the exchange of information and communication between the ARC, SANSA Board, SANSA Executive Committee and the External Auditors in the execution of the 2024/25 audit processes. We are pleased to report that A2A Kopano Incorporated has been re-appointed as external audit firm for the organisation in consultation with the AGSA for the next 3 years.

## FINANCE FUNCTION

The ARC satisfied with the expertise and adequacy of resources within the finance function. In making these assessments, the ARC obtained feedback from management as well as external and internal auditors in relation to notable improvements in the quality of Annual Financial Statements and generally sound systems of internal control within the finance and supply chain management functions.

## RISK MANAGEMENT

Oversight over risk management across the entity is the responsibility of the ARC. The SANSA system of risk management entails the following areas amongst others: (i) Strategic Risk Management; (ii) Operational Risk Management; (iii) Combined Assurance (iv) Business Continuity Management; (v) Measures for the prevention, investigation and reporting of irregular expenditure, fruitless and wasteful expenditure; and (vi) Fraud Management and Whistle Blowing investigations. A register of reported cases and status updates was kept by management and disclosed through quarterly reporting to the ARC and the Board.

The ARC has received assurances that SANSA has risk management processes focused on identifying, assessing, managing, and monitoring significant risks across all operations. The ARC reviewed and recommended the Strategic Risk Register to the Board for approval; quarterly oversight was provided in relation to the implementation of the action plans, as well as key strategic areas / projects.

The ARC provided oversight over the implementation of a Business Continuity Management System (BCMS). This entailed the development and adoption of the Business Impact Analysis, business continuity-related risk assessment, business continuity strategies and solutions, and the Business Continuity Plans across SANSA. The Business Continuity Plans were exercised during the financial year and thus providing assurance in relation to business resilience. The above processes have been in place for the year under review and up to the date of approval of the 2024/25 Annual Financial Statements. The ARC also recommended to the Board the approval of the Strategic Risk Register, the Combined Assurance Model and provided oversight on the implementation of the action plans thereof.

It is our view that SANSA has an effective, efficient, and transparent system of risk management.

## INTERNAL AUDIT

The ARC is responsible for ensuring that the SANSA Internal Audit function is independent and has the necessary resources, standing and authority within SANSA to enable it to discharge its duties. Its duties are focused on the evaluation and improvement of the effectiveness of risk management, control, and governance processes. The Internal Audit function reports with its responsibility for reviewing and providing assurance on the adequacy of the internal control environment across all the SANSA's operations. The purpose, authority and responsibility of the Internal Audit function are formally defined in its Charter, which is reviewed on an annual basis and approved by the ARC. Internal Audit developed a risk- based audit plan which was approved by the ARC. A wide variety of audit reports was received from the internal auditors and the ARC is of the opinion that the internal audit function is effective in the fulfilment of its mandate.

The SANSA Internal Audit Unit has adopted a cosourced model whereby the organisation makes use of an internal audit service provider as well as an inhouse audit to meet the responsibilities of the unit. Rain Chartered Accountants was appointed on 01 September 2022 to provide capacity and resources during the execution of audits. We are satisfied with the activities of the internal audit function, including its annual work programme and quality assurance. Internal Audit provides recommendations to management with regards to internal controls, risk management and governance processes. A follow-up on agreed management actions is performed quarterly. Progress on implementation of corrective action is further monitored by the Executive Committee and the ARC. The unit reports quarterly to the ARC on progress against the approved audit plan.

The Internal Auditors confirmed their independence at the commencement of the financial period. The Internal Audit Manager reported functionally to the ARC and had unrestricted access to the ARC Chairperson. The Internal Audit function underwent an external quality assurance review during 2024/25 and obtained a general conformance as per the International Standards. The Committee is satisfied with the quality of the reports tabled by internal auditors on a quarterly basis during the period under review.

## THE EFFECTIVENESS OF INTERNAL CONTROL

The ARC has reviewed:

- The effectiveness of the entity's internal financial control systems, including receiving assurance from management, internal audit, and external audit.
- Significant issues raised by the internal and external audit process, including the manner in which they were / are being resolved.

Overall SANSA's system of internal control and risk management is considered to be effective and transparent as there was no material deficiencies brought to the ARC's attention.

## GOING CONCERN

The ARC concurs with the Executive Management that the adoption of the going concern assumption in the preparation of the 2024/25 Annual Financial Statements is appropriate.

## ANNUAL FINANCIAL STATEMENTS, INFORMATION OF PREDETERMINED OBJECTIVES AND COMPLIANCE WITH LAWS AND REGULATIONS

The ARC has reviewed:

- The Annual Financial Statements, to be included in the Annual Report.
- The external auditor's letter to management and latter's response to it.
- The external auditors independent report.
- Information on predetermined objectives to be included in the Annual Report.
- Considered the applicability of the going concern assumption (as noted above).
- The Agency's compliance with legal and regulatory provisions.

The ARC has reviewed the audited SANSA Annual Financial Statements for the year ended 31 March 2024 and is satisfied that these are in compliance with South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA).

## AUDITOR'S REPORT

The ARC concurs with the Report of the External Auditors. We would like to commend Management for maintaining a clean audit outcome.

## ANNUAL REPORT

Based on the processes and assurances obtained, we recommend the Annual Report to the Board for approval.

**Ms Charlotte Segage**
Chairperson of the Audit and Risk Committee

# 31. B-BBEE Compliance Performance Information

*Table 18: SANSA B-BBEE Compliance*

| **Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 –8) with regards to the following:** | | |
|---|---|---|
| **Criteria Appointment** | **Response Yes / No** | **Discussion** (SANSA responses / measures taken to comply) |
| Determining qualification criteria for the issuing of licenses, concessions, or other authorisations in respect of economic activity in terms of any law? | No | This requirement is not aligned to the SANSA legislative mandate. |
| Developing and implementing a preferential procurement policy? | Yes | Policy should be updated periodically to comply with regulatory changes. |
| Determining qualification criteria for the sale of state-owned enterprises? | No | This requirement is not aligned to the SANSA legislative mandate. |
| Developing criteria for entering into partnerships with the private sector? | No | SANSA utilizes the criteria provided in Treasury Regulation 16 which is aligned with the SCM policy. |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment? | Yes | This is mostly applicable to the Neo frontiers program with the National Research Foundation |

# PART D
# HUMAN RESOURCE MANAGEMENT

# 32. Overview of SANSA
# Human Resource Matters

## INTRODUCTION

The 2024/25 financial year marked the final year of the five-year strategic period. Part D of this Annual Report reflects on the critical role of Human Resource Management (HRM) in enabling the organisation to meet its objectives, adapt to change, and prepare for the future.

In today's dynamic and rapidly evolving environment, organisations face an ever- shifting array of challenges, yet within these complexities lie powerful opportunities for growth, innovation, and renewal. At the centre of this journey is our most valuable asset: our people. Over the past five years, our HRM function has played a pivotal role in unlocking the full potential of our workforce, nurturing talent, building institutional capacity, and fostering a culture of agility and performance. This has enabled the organisation not only to respond effectively to a demanding operational context, but also to anticipate and shape emerging trends.

This section provides an overview of key developments in workforce planning, recruitment, employee development, performance management, labour relations, and employee wellness. It highlights how strategic HR interventions have contributed to a resilient, skilled, and future-ready workforce. As we look ahead to the next strategic cycle, the foundation laid during this period positions us well to seize new opportunities, navigate complexity with confidence, and continue delivering on our mandate with professionalism and purpose.

## HUMAN RESOURCE PRIORITIES FOR THE 2024/2025 FINANCIAL YEAR

- Build on the foundation of the SANSA values to promote the desired culture
- Align the workforce towards the achievement of the organisational strategy, goals, and objectives
- Effective and impactful learning and development
- Effective and efficient human resource management practices, policies, procedures, processes, and systems
- Effective and efficient performance management systems that provide for growth, accountability, and recognition

## VALUES AND CULTURE ACTIVATION CAMPAIGN

The values and culture activation campaign was officially launched in June 2024, with a keynote address by the CEO. This initiative is designed to embed SANSA's core values into the organisational culture, ensuring alignment with the Agency's strategic direction and fostering a high-performance environment.

A key highlight of the launch was a presentation on "The Speed of Trust" by the CEO of Franklin Covey South Africa, who emphasised trust as a fundamental leadership asset that directly influences performance reinforcing the importance of trust-building as the foundation for cultural transformation within SANSA.

## HUMAN RESOURCE POLICIES

The HR policy review process is an ongoing initiative aimed at ensuring compliance, addressing policy gaps, revising policies to ensure they meet SANSA's operational needs, and supporting employee needs.

During this reporting period, the following policies were approved:

- Ethics Policy
- Code of Conduct Policy
- Performance Management Policy
- Leave Policy
- Recruitment and Selection Policy
- Promotion, Secondment, Transfer and Acting Policy
- Integrated Skills Development policy
- Employee Learning and Development Policy

## SKILLS AUDIT

SANSA has partnered with the Enterprises University of Pretoria (Pty) Ltd to conduct a SANSA-wide skills audit for the past financial year. The project commenced in June 2024 and formed part of a broader talent management strategy. The key deliverables included:

- Comprehensive Competency Audit Report
- Individual Employee Skills Profile Report
- Skills Gap Analysis Report (Organisational, Programme-specific, Team, and Individual levels)
- Five-Year Workforce Plan
- Skills Transfer Methodology for future application
- Comprehensive Training and Development Plan
- Individual Employee Development Plans based on the skills gap analysis

The audit assessed employee capabilities using 180-degree and 360-degree feedback tools. A total of 94.2% of employees completed their assessments. Data analysis was finalised in November 2024, with high-level feedback presented to the Skills Audit Steering Committee in December 2024. The report was finalised in March 2025.

The competency framework used in the audit categorised skills into:

- Behavioural/Generic Competencies (e.g., communication, teamwork, and adaptability)
- Leadership Competencies (e.g., decision-making, strategic thinking, and team leadership)
- Technical/Functional Competencies (role-specific technical skills)

The proficiency rating scale applied was:

- Basic – Requires significant support
- Competent – Performs effectively but still requires guidance
- Advanced – Works independently and understands impact
- Expert – Sets benchmarks, innovates, and advises others

For skills development, a proficiency level of 3 (Advanced) was established as the benchmark. Competencies assessed below this threshold were identified as skills gaps requiring targeted intervention. These findings are informing the development of career progression frameworks and are already being utilised to shape training programmes and talent management initiatives.

## PERFORMANCE MANAGEMENT

The Automated Performance Management Module was successfully configured, tested, and implemented. Employees and managers utilised the system for performance contracting. The mid-year performance reviews for 2024/25 were finalised.

## SALARY PARITY PROJECT

Phase 2 of the salary parity project activities includes reviewing policies and developing a Reward Charter and Pay Progression Model. Consultations with the Union continue, addressing concerns about linking annual increases to performance and adjustments to the proposed remuneration table. The Union requests new salary benchmarking data; the current data available is based on 2023 information. A new service provider for remuneration benchmarking has been identified, and the appointment process is underway.

Once these consultations and engagements are finalised, all these policies and guidelines will be presented to the Board for approval. The aim of these efforts is to ensure that SANSA's remuneration practices are fair, competitive, and aligned with its strategic objectives.

## SKILLS DEVELOPMENT AND TRAINING

Skills development and training are critical for organisational success and growth, and SANSA remains committed to the continued rollout of interventions aimed at equipping its employees with skills and knowledge. All employees attended training in 2024/25. Training interventions during the 2024/25 financial year included the following:

*Table 19: Number of people trained per programme*

| NUMBER OF PEOPLE TRAINED PER PROGRAMME, RACE AND GENDER | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| GENDER | Female | | | | Female Total | Male | | | | Male Total | Grand Total |
| PROGRAMME | African | Coloured | Indian | White | | African | Coloured | Indian | White | | |
| Administration | 32 | 21 | 2 | 2 | 57 | 18 | 1 | 12 | 1 | 32 | 89 |
| Earth Observation | 12 | - | - | - | 12 | 14 | - | 1 | 1 | 16 | 28 |
| Space Engineering | | 2 | - | 1 | 3 | 2 | - | - | 1 | 3 | 6 |
| Space Operations | 17 | 1 | - | 2 | 20 | 16 | 2 | 5 | 9 | 32 | 52 |
| Space Science | 15 | 9 | 1 | 7 | 32 | 23 | 4 | 1 | 11 | 39 | 71 |
| **TOTAL** | **76** | **33** | **3** | **12** | **124** | **73** | **7** | **19** | **23** | **122** | **246** |

*Table 20: List of Training Interventions*

| | TRAINING INTERVENTION |
|---|---|
| **1** | 75th International Astronautical Congress |
| **2** | AI Governance & Compliance |
| **3** | An entire MBA in one course |
| **4** | Annual Payroll Tax |
| **5** | Artificial Intelligence |
| **6** | Artificial Intelligence Intermediate |
| **7** | Basic Assessment Training |
| **8** | Basic Excel |
| **9** | Basic Fire Fighting |
| **10** | BBBEE Training |
| **11** | Certificate in PR and Communications Management |
| **12** | Certified Kubernetes Applications Developer |
| **13** | Compliance & Compliance Governance |
| **14** | Conference for Construction Health and Safety |
| **15** | Conflict Management Training |
| **16** | Customer Service and Telephone Etiquette |
| **17** | Emotional Intelligence |
| **18** | Employment Equity Training |
| **19** | First Aid level 1 |
| **20** | First Aid Training |
| **21** | Fusion 360 Training |
| **22** | General Aerospace Course |
| **23** | GRAP Training |
| **24** | ICMGP |
| **25** | Induction Training |
| **26** | Intermediate Excel Training |
| **27** | Intro to time series analysis and forecasting in R |
| **28** | IOT Training |

| | TRAINING INTERVENTION |
|---|---|
| 29 | Job Evaluation & Grade Structures Masterclass |
| 30 | Labour Relations Training |
| 31 | Leadership: Practical Leadership skills |
| 32 | LPIC-1 Linux Administrator |
| 33 | Managing for results |
| 34 | Mastering Collaboration: Work together for the best results |
| 35 | Mastering Lie Detection Training |
| 36 | Microsoft Power BI Masterclass |
| 37 | Multi-channel marketing campaigns |
| 38 | NFT Fundamentals |
| 39 | Notion 101: Organise personal & work-life with ease |
| 40 | Occupational Hygiene |
| 41 | OHS Representative Training |
| 42 | Onpage SEO & keyword research with AI |
| 43 | OW780 OneWeb System Introduction |
| 44 | OW784 OneWeb RBN Rack Maintenance |
| 45 | OW786 OneWeb Viasat SAP Maintenance |
| 46 | OW787 OneWeb GN/RFE Troubleshooting 1 |
| 47 | Presentation Skills |
| 48 | Product management Marketing |
| 49 | Project Finance |
| 50 | Project Management |
| 51 | Psychology of Diversity and Unconscious Bias |
| 52 | QMS Training |
| 53 | Report Writing |
| 54 | SAGE Training |
| 55 | Sage X3 |
| 56 | SAIOSH Conference |
| 57 | SAMTRAK |
| 58 | SCM Timelines, Processes, and Specifications |
| 59 | SCM Workshop |
| 60 | SEO Tutorial for beginners |
| 61 | Snake identification, handling & snakebite first aid |
| 62 | Social Media Training |
| 63 | Space Law 101 |
| 64 | Spectrum Analysis course module 1 |
| 65 | Spectrum Analysis course module 2 |
| 66 | Spectrum Analysis course module 3 |
| 67 | Spectrum Analysis course module 4 |
| 68 | Spectrum Analysis course module 5 |
| 69 | Spectrum Analysis course module 6 |
| 70 | The complete google analytics for training for beginners |
| 71 | The complete SQL Bootcamp |

| | TRAINING INTERVENTION |
|---|---|
| **72** | The complete story telling for business guide |
| **73** | The Corporate Innovation |
| **74** | "Webinar: Strategic Bursary Management: |
| **75** | Investing in Talent and Enhancing B-BBEE Impact" |
| **76** | Women as Leaders |
| **77** | Working At Heights |

## EMPLOYEE WELLNESS

On 14 March 2025, SANSA hosted a successful Wellness Day, providing employees with an opportunity to step away from their daily tasks and undergo health check assessments. The event was supplemented with physical activities such as a walk, soccer, and netball, as well as talks related to mental health and financial wellness. It also promoted the services SANSA pays for each employee that is provided by the appointed service provider, including face-to-face consulting, telephonic support, mental health issues, and legal services offered. The event not only reinforced the organisation's commitment to employee well-being but also fostered team cohesion and engagement, receiving positive feedback from participants.

The Employee Assistance Platform continues to experience increased engagement from both employees and managers.

## STRATEGIES TO RECRUIT, RETAIN AND DEVELOP A SKILLED AND CAPABLE WORKFORCE

The key strategies to recruit, retain, and develop a skilled and capable workforce are the following:

- Provide competitive remuneration and benefits. This is one of the key outcomes of the salary parity project.
- Provide a work environment where employees live the values and culture. This is part of the Values activation campaign, that includes the embedding of the values and culture across the organisation.
- Provide challenging work with the right level of autonomy. Employees want work that is engaging and utilises their knowledge and skills, and part of the Skills Audit was to identify the skills residing in individuals and using that information to ensure SANSA affords opportunities to employees to utilise their skills and achieve their deliverables.

## KEY HIGHLIGHTS FOR THE YEAR

SANSA revised and approved a new set of organisational values and culture and initiated plans for a Values Activation Campaign in 2025 to embed these revised values and culture across the Agency.

Significant progress was made in talent management, including the conclusion of a comprehensive Skills Audit with the report containing the outcomes provided to the organisation and at an individual level.

Professional coaching is underway and is taking place with the Executives and a Line Manager to support their development.

The automated Performance Management System has been implemented, enhancing the efficiency of contracting, feedback delivery, and performance reviews and ensuring all records are securely stored in one platform.

Training on the automated performance management system was provided to employees, and all performance reviews were conducted on the system. The performance contracts for FY25/26 are also done on the system.

An employee engagement survey was conducted, measuring various constructs such as Leadership/ Management style, Workload, Work Climate, Work-Life Balance, Employee Wellness, and Remuneration and Benefits, amongst others. Employees expressed high satisfaction amongst most of the constructs measured.

## OVERVIEW OF KEY CHALLENGES

Some of the challenges raised by employees in the Employee Engagement survey are: Workload, and Hybrid Work. A key precursor to the workload challenge is the shortage of resources in key positions. The HR team is addressing this challenge with a continued and focused approach to recruitment, with key positions such as the Executive roles in the Earth Observation and Space Engineering programme filled, while others are being prioritised. The Hybrid Work request was not approved due to the ongoing global trend of employees returning full-time to the office, which is deemed better for collaboration.

The Salary Parity project was halted as the project requires the latest market data which required the appointment of a service provider. This project will continue in the next financial year. This project will help ensure there is internal salary parity in SANSA and ensure SANSA pays a competitive salary to compete with the market and avoid losing talent.

## HUMAN RESOURCE FUTURE PLANS

- Values Activation Campaign: SANSA plans to continue the Values Activation Campaign throughout 2025, focusing on communicating and embedding the revised values through various activations.
- Rationalisation of Policies: Efforts to consolidate and review HR policies will continue.
- Talent Management: The recommendations from the Skills Audit including the skills gaps identified have been used to develop the Training Plan which will be implemented throughout the new financial year.
- Coaching: SANSA will enrol employees from the Talent Pool in the coaching programme. SANSA will continue to fill vacancies, with a focus on key positions.
- Salary Parity: SANSA will complete this exercise including the approval of related policies and procedures, as well as the approval of the new market based Remuneration Table and the Pay Progression Model.

# 33. Human Resource Oversight Statistics

## PERSONNEL-RELATED EXPENDITURE

### PERSONNEL COST BY PROGRAMME

*Table 21: Personnel Cost by Programme*

| PROGRAMME | TOTAL EXPENDITURE FOR THE ENTITY (R'000) | PERSONNEL EXPENDITURE (R'000) | PERSONNEL EXPENDITURE AS A % OF TOTAL EXPENDITURE (R'000) | NO. OF EMPLOYEES | AVERAGE PERSONNEL COST PER EMPLOYEE (R'000) |
|---|---|---|---|---|---|
| Programme 1: Administration | 136 130 | 79 771 | 58.6% | 75 | 1 064 |
| Programme 2: Earth Observation | 104 605 | 24 143 | 23.1% | 29 | 833 |
| Programme 3: Space Science | 82 050 | 41 744 | 50.9% | 58 | 720 |
| Programme 4: Space Operations | 116 858 | 44 050 | 37.7% | 59 | 747 |
| Programme 5: Space Engineering | 23 149 | 10 095 | 43.6% | 7 | 1 442 |
| **TOTAL** | **462 792** | **199 805** | **43%** | **228** | **4 805** |

### PERSONNEL COST BY SALARY BAND

*Table 22: Personnel Cost by Salary Band*

| LEVEL | PERSONNEL EXPENDITURE (R'000) | % OF PERSONNEL EXPENDITURE TO TOTAL PERSONNEL COST (R'000) | NO. OF EMPLOYEES | AVERAGE PERSONNEL COST PER EMPLOYEE (R'000) |
|---|---|---|---|---|
| Top Management | 3 356 | 2% | 1 | 3 356 |
| Senior Management | 12 606 | 6% | 6 | 2 101 |
| Professional Qualified | 98 967 | 50% | 80 | 1 237 |
| Skilled | 76 268 | 38% | 111 | 687 |
| Semi-skilled | 5 724 | 3% | 18 | 318 |
| Unskilled | 2 884 | 1% | 12 | 240 |
| **TOTAL** | **199 805** | **100%** | **228** | **876** |

## PERFORMANCE REWARDS

*Table 23: Performance Rewards*

| LEVEL | PERFORMANCE REWARDS (R'000) | TOTAL PERSONNEL EXPENDITURE (R'000) | % OF PERFORMANCE REWARDS TO TOTAL PERSONNEL EXPENDITURE (R'000) |
|---|---|---|---|
| Top Management | 217 | 3 356 | 6.5% |
| Senior Management | 841 | 12 606 | 6.7% |
| Professional Qualified | 5 883 | 98 967 | 5.9% |
| Skilled | 4 506 | 76 268 | 5.9% |
| Semi-skilled | 312 | 5 724 | 5.4% |
| Unskilled | - | 2 884 | 0.0% |
| **TOTAL** | **11 759** | **199 805** | **5.9%** |

## TRAINING COSTS

*Table 24: Training Costs*

| PROGRAMME | TOTAL PERSONNEL EXPENDITURE (R'000) | TOTAL TRAINING EXPENDITURE (R'000) | TRAINING EXPENDITURE AS A % OF PERSONNEL TOTAL EXPENDITURE | NO. OF EMPLOYEES TRAINED | AVERAGE TRAINING COST PER EMPLOYEE (R'000) |
|---|---|---|---|---|---|
| Programme 1: Administration | 79 771 | 2 088 | - | 75 | - |
| Programme 2: Earth Observation | 24 143 | - | - | 29 | - |
| Programme 3: Space Science | 41 744 | - | - | 58 | - |
| Programme 4: Space Operations | 44 050 | - | - | 59 | - |
| Programme 5: Space Engineering | 10 095 | - | - | 7 | - |
| **TOTAL** | **199 805** | *** 2 088** | **1.045%** | **228** | **9** |

*R2 088 000.00 was spent on training and development initiatives. The training and development budget is centralised in the Administration programme and all related expenditure, irrespective of the programme is paid from this centralised budget.

## EMPLOYMENT AND VACANCIES PER PROGRAMME

*Table 25: Employment and Vacancies per Programme*

| PROGRAMME | 2023/2024 NO. OF EMPLOYEES | 2024/2025 APPROVED POSTS | 2024/2025 NO. OF EMPLOYEES | 2024/2025 VACANCIES | % OF VACANCIES |
|---|---|---|---|---|---|
| Programme 1: Administration | 70 | 82 | 75 | 7 | 9% |
| Programme 2: Earth Observation | 25 | 53 | 29 | 24 | 45% |
| Programme 3: Space Science | 60 | 71 | 58 | 13 | 18% |
| Programme 4: Space Operations | 54 | 68 | 59 | 9 | 13% |
| Programme 5: Space Engineering | 4 | 27 | 7 | 20 | 74% |
| **TOTAL** | **213** | **301** | **228** | **73** | **24%** |

## EMPLOYMENT CHANGES

*Table 26: Employment Changes*

| LEVEL | EMPLOYMENT AT BEGINNING OF 2024/2025 FY | APPOINTMENTS | TERMINATIONS | EMPLOYMENT AT END OF THE 2024/2025 FY |
|---|---|---|---|---|
| Top Management | 1 | 0 | 0 | 1 |
| Senior Management | 3 | 3 | 0 | 6 |
| Professional Qualified | 70 | 14 | 4 | 80 |
| Skilled | 110 | 11 | 10 | 111 |
| Semi-skilled | 19 | 3 | 4 | 18 |
| Unskilled | 16 | 2 | 6 | 12 |
| **TOTAL** | **219** | **33** | **24** | **228** |

## REASON FOR EMPLOYEES LEAVING

*Table 27: Reason for Employees Leaving*

| REASON | NUMBER OF EMPLOYEES | % OF TOTAL NO. OF EMPLOYEES LEAVING |
|---|---|---|
| Death | 0 | 0% |
| Resignation | 12 | 5.2% |
| Dismissal | 0 | 0% |
| Retirement | 2 | 0.9% |
| Ill health | 0 | 0% |
| Expiry of contract | 10 | 4.3% |
| Other | 0 | 0 |
| **TOTAL** | **24** | **11%** |

## LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

*Table 28: Labour Relations: Misconduct and disciplinary action*

| NATURE OF DISCIPLINARY ACTION | NUMBER |
|---|---|
| Verbal Warning | 0 |
| Written Warning | 0 |
| Final Written Warning | 0 |
| Dismissal | 0 |

## EMPLOYMENT EQUITY STATUS

*Table 29: Employment Equity Status- Male*

| LEVEL | MALE | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | AFRICAN | | COLOURED | | INDIAN | | WHITE | |
| | CURRENT | TARGET | CURRENT | TARGET | CURRENT | TARGET | CURRENT | TARGET |
| Top Management | 9 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| Senior Management | 3 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| Professional Qualified | 22 | 10 | 4 | 0 | 7 | 0 | 14 | 0 |
| Skilled | 37 | 13 | 4 | 2 | 2 | 2 | 6 | 2 |
| Semi-skilled | 10 | 0 | 0 | 1 | 0 | 1 | 1 | 0 |
| Unskilled | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL** | **87** | **23** | **8** | **3** | **9** | **3** | **24** | **2** |

*Table 30: Employment Equity Status - Female*

| LEVEL | FEMALE | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | AFRICAN | | COLOURED | | INDIAN | | WHITE | |
| | CURRENT | TARGET | CURRENT | TARGET | CURRENT | TARGET | CURRENT | TARGET |
| Top Management | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Senior Management | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 |
| Professional Qualified | 17 | 15 | 1 | 2 | 2 | 0 | 7 | 0 |
| Skilled | 46 | 4 | 8 | 0 | 1 | 1 | 4 | 2 |
| Semi-skilled | 6 | 1 | 1 | 1 | 0 | 1 | 0 | 0 |
| Unskilled | 5 | 0 | 1 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL** | **82** | **21** | **11** | **3** | **3** | **2** | **11** | **2** |

*Table 31: Employment Equity Status*

| LEVEL | DISABLED EMPLOYEES | | | |
|---|---|---|---|---|
| | MALE | | FEMALE | |
| | CURRENT | TARGET | CURRENT | TARGET |
| Top Management | 0 | 0 | 0 | 0 |
| Senior Management | 0 | 0 | 0 | 0 |
| Professional Qualified | 1 | 0 | 1 | 0 |
| Skilled | 0 | 1 | 0 | 1 |
| Semi-skilled | 1 | 1 | 1 | 1 |
| Unskilled | 0 | 1 | 0 | 1 |
| **TOTAL** | **2** | **3** | **2** | **3** |

The overall Equity Employment (EE) implementation progress for 2024/25 has been successful, with most occupational levels meeting or exceeding their targets. The focus for the 2025/26 financial year will be on maintaining the achieved representation levels and ensuring sustained progress in areas where targets were not fully met through targeted recruitment.

# PART E
# PFMA COMPLIANCE REPORT

# 34. Information on Irregular, Fruitless and Wasteful Expenditure And Material Losses

## IRREGULAR EXPENDITURE

### A) RECONCILIATION OF IRREGULAR EXPENDITURE

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Opening balance | 2 222 | 2 222 |
| Adjustment to opening balance | | - |
| Opening balance as restated | | - |
| Add: Irregular expenditure confirmed | 481 | - |
| Less: Irregular expenditure condoned | | - |
| Less: Irregular expenditure not condoned and removed | | - |
| Less: Irregular expenditure recoverable | | - |
| Less: Irregular expenditure not recovered and written off | | - |
| **Closing balance** | **2 703** | **2 222** |

### RECONCILING NOTES

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Irregular expenditure that was under assessment | - | - |
| Irregular expenditure that relates to the prior year and identified in the current year | - | - |
| Irregular expenditure for the current year | - | - |
| **Total** | **-** | **-** |

### B) DETAILS OF IRREGULAR EXPENDITURE (UNDER ASSESSMENT, DETERMINATION, AND INVESTIGATION)

| Description[2] | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Irregular expenditure under assessment | - | - |
| Irregular expenditure under determination | - | 481 |
| Irregular expenditure under investigation | - | - |
| **Total[3]** | **-** | **481** |

### C) DETAILS OF IRREGULAR EXPENDITURE CONDONED

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Irregular expenditure condoned | - | - |
| **Total** | **-** | **-** |

## D) DETAILS IRREGULAR EXPENDITURE REMOVED – (NOT CONDONED)

| Description | 2024/25<br>R'000 | 2023/24<br>R'000 |
|---|---|---|
| Irregular expenditure NOT condoned and removed | - | - |
| **Total** | **-** | **-** |

## E) DETAILS OF IRREGULAR EXPENDITURE RECOVERABLE

| Description[2] | 2024/25<br>R'000 | 2023/24<br>R'000 |
|---|---|---|
| Irregular expenditure recoverable | - | - |
| **Total** | **-** | **-** |

## F) DETAILS OF IRREGULAR EXPENDITURE WRITTEN OFF (IRRECOVERABLE)

| Description[2] | 2024/25<br>R'000 | 2023/24<br>R'000 |
|---|---|---|
| Irregular expenditure written off | - | - |
| **Total** | **-** | **-** |

## ADDITIONAL DISCLOSURE RELATING TO INTER-INSTITUTIONAL ARRANGEMENTS

### G) DETAILS OF NON-COMPLIANCE CASES WHERE AN INSTITUTION IS INVOLVED IN AN INTER-INSTITUTIONAL ARRANGEMENT (WHERE SUCH INSTITUTION IS NOT RESPONSIBLE FOR THE NON-COMPLIANCE)

| Description |
|---|
| SANSA had zero (0) non-compliance cases where the entity was involved in an inter-institutional arrangement. |

### H) DETAILS OF IRREGULAR EXPENDITURE WHERE AN INSTITUTION IS INVOLVED IN AN INTER-INSTITUTIONAL ARRANGEMENT (WHERE SUCH INSTITUTION IS RESPONSIBLE FOR THE NON-COMPLIANCE)

| Description |
|---|
| SANSA had zero (0) non-compliance cases where the entity was involved in an inter-institutional arrangement. |

### I) DETAILS OF DISCIPLINARY OR CRIMINAL STEPS TAKEN AS A RESULT OF IRREGULAR EXPENDITURE

| Description |
|---|
| SANSA had zero (0) current and previous year disciplinary or criminal steps taken as a result of irregular expenditure |

## FRUITLESS AND WASTEFUL EXPENDITURE

### A) RECONCILIATION OF FRUITLESS AND WASTEFUL EXPENDITURE

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Opening balance | - | - |
| Adjustment to opening balance | - | - |
| Opening balance as restated | - | - |
| Add: fruitless and wasteful expenditure confirmed | - | - |
| Less: fruitless and wasteful expenditure recoverable | - | - |
| Less: fruitless and wasteful expenditure not recoverable and written off | | |
| **Closing balance** | **-** | **-** |

SANSA did not have fruitless and wasteful expenditure during the financial year.

#### RECONCILING NOTES

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Fruitless and wasteful expenditure that was under assessment | - | - |
| Fruitless and wasteful expenditure that relates to the prior year and identified in the current year | - | - |
| Fruitless and wasteful expenditure for the current year | - | - |
| **Total** | **-** | **-** |

### B) DETAILS OF FRUITLESS AND WASTEFUL EXPENDITURE (UNDER ASSESSMENT, DETERMINATION, AND INVESTIGATION)

| Description[2] | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Fruitless and wasteful expenditure under assessment | - | - |
| Fruitless and wasteful expenditure under determination | - | - |
| Fruitless and wasteful expenditure under investigation | - | - |
| **Total[3]** | **-** | **-** |

SANSA did not have fruitless and wasteful expenditure (under assessment, determination, and investigation) in the current and previous year.

### C) DETAILS OF FRUITLESS AND WASTEFUL EXPENDITURE RECOVERABLE

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Fruitless and wasteful expenditure recoverable | - | - |
| **Total** | **-** | **-** |

There was no Fruitless and wasteful expenditure recovered in the current and previous year.

## D) DETAILS OF FRUITLESS AND WASTEFUL EXPENDITURE NOT RECOVERABLE AND WRITTEN OFF

| Description | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Fruitless and wasteful expenditure written off | - | - |
| **Total** | **-** | **-** |

There was no Fruitless and wasteful expenditure recovered and written off in the current and previous year.

## E) DETAILS OF DISCIPLINARY OR CRIMINAL STEPS TAKEN AS A RESULT OF FRUITLESS AND WASTEFUL EXPENDITURE

| Disciplinary steps taken |
|---|
| N/A |

SANSA did not take disciplinary or criminal steps as a result of fruitless and wasteful expenditure in the current or previous year as there was none reported.

## ADDITIONAL DISCLOSURE RELATING TO MATERIAL LOSSES IN TERMS OF PFMA SECTION 55(2)(B)(I) &(III))

### A) DETAILS OF CURRENT MATERIAL LOSSES THROUGH CRIMINAL CONDUCT

| Material losses through criminal conduct | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| Theft | - | - |
| Other material losses | - | - |
| Less: Recoverable | | |
| Less: Not recoverable | - | - |
| **Total** | **-** | **-** |

SANSA had no material losses through criminal conduct in the current or previous year.

### B) DETAILS OF OTHER MATERIAL LOSSES

| Nature of other material losses | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| N/A | - | - |
| **Total** | **-** | **-** |

SANSA had no other material losses during the financial year

### C) OTHER MATERIAL LOSSES RECOVERED

| Nature of losses | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| N/A | - | - |
| **Total** | **-** | **-** |

There were no material losses recovered.

### D) OTHER MATERIAL LOSSES NOT RECOVERABLE AND WRITTEN OFF

| Nature of losses | 2024/25 R'000 | 2023/24 R'000 |
|---|---|---|
| N/A | - | - |
| **Total** | **-** | **-** |

There were no material losses written off.

# 35. Information of
# Late and / or Non-Payment of Suppliers

Accounting Authorities must maintain systems, processes and procedures that will enable for the tracking of each invoice received by their institution from receipt up to a point of payment.

| Description | Number of invoices | Consolidated Value R'000 |
|---|---|---|
| Valid invoices received | 4 618 | 251 124 |
| Invoices paid within 30 days or agreed period | 3 809 | 204 895 |
| Invoices paid after 30 days or agreed period | 654 | 36 583 |
| Invoices older than 30 days or agreed period (unpaid and without dispute) | - | - |
| Invoices older than within 30 days or agreed period (unpaid and in dispute) | 20 | 2 964 |

Reasons for the late and or non-payment of invoices, including reasons that the invoices are in dispute, are reflected below.

- Goods or services were note received at the time of the receipt of the invoice
- Invoices were received with errors
- Invoices received were not matching the purchase orders
- Internal approval process delays
- Invoices were not received from suppliers on time

## PROCUREMENT BY OTHER MEANS

| PROJECT DESCRIPTION | NAME OF SUPPLIER | TYPE OF PROCUREMENT BY OTHER MEANS | CONTRACT NUMBER | AMOUNT IN ORIGINAL CURRENCY | VALUE OF CONTRACT AT CLOSING RATE R'000 |
|---|---|---|---|---|---|
| Provision of an exhibition stand at the IAC 2024 | Italian Association of Aeronautics and Astronautics (AIDAA) | Sole Supplier | CO/DEV/01/07/2024 | € 89 590 | R 1 775.00 |
| Exhibition stand at 2024 International Astronomy Union's General Assembly | African Astronomical Society (NPC) | Sole Supplier | CO/DEV/02/07/2024 | R 141 000.00 | R 141.00 |
| Strategic planning and facilitation support | Vortex Training System | Sole Supplier | CO/DEV/03/10/2024 | R 158 125.00 | R 158.00 |
| Exhibition stand at Science Forum South Africa | Scan Display Solution | Sole Supplier | CO/DIV/004/12/2024 | R29 785 | R30.00 |
| ENVI and IDL Software renewal | ESRI South Africa | Sole Supplier | EO/DEV/01/04/2024 | R 357 439.90 | R 357.00 |
| Exhibition: IAIAsa National Conference | IAIAsa | Single Source | EO/DEV/02/07/2024 | R 9 000.00 | R 9.00 |
| Exhibition: AfriGEO Secretariat | RCMRD | Sole Supplier | EO/DEV/03/07/2024 | $ 3 000 | R 55.00 |
| Repairs to ECS 12TB 3.5" Disk | Dell SA | Emergency | EO/DEV/04/07/2024 | R79 535.93 | R 80.00 |
| De-commissioning, disassembly, packaging, relocation to new premises and reassembly and commissioning | Thamani Technologies | Single Source | EO/DEV/05/09/2024 | R61 410.00 | R 61.00 |
| Long term Accommodation in Italy | Residence Frascati | Single Source | EO/DEV/06/10/2024 | € 4 510.00 | R 89.00 |
| SAEOSS Portal Development | National Research Foundation (NRF) | Sole Supplier | EO/DEV/07/10/2024 | R 1 150 000.00 | R 1 150.00 |
| ERDAS Software Renewal | Geo-Space | Sole Supplier | EO/DEV/08/10/2024 | R 682 745.00 | R 683.00 |
| Stellenbosch University 5-meter DEM | University of Stellenbosch | Sole Supplier | EO/DEV/09/03/2025 | R1 150 000.00 | R1 150.00 |
| MathLab Products | Opti-Num Solutions | Sole Supplier | EO/DEV/10/12/2024 | R 40 000.00 | R 40.00 |
| Completion of the SAEOSS portal and SANSA Catalogue by Kartoza | Kartoza | Single Source | EO/DEV/11/01/2025 | R 901 057.20 | R 901.00 |
| House rental at MTJ site | Lord Milner Hotel | Single Source | SO/DEV/01/04/2024 | R 313 950.00 | R 314.00 |

| PROJECT DESCRIPTION | NAME OF SUPPLIER | TYPE OF PROCUREMENT BY OTHER MEANS | CONTRACT NUMBER | AMOUNT IN ORIGINAL CURRENCY | VALUE OF CONTRACT AT CLOSING RATE R'000 |
|---|---|---|---|---|---|
| Repair of antenna control board | CPI | Sole Supplier | SO/DEV/02/05/2024 | R 33 748.90 | R 34.00 |
| Transnet frequency migration | Telsaf Data | Sole Supplier | SO/DEV/03/05/2024 | R 30 317.45 | R 30.00 |
| Equipment calibration | Protea Electronics | Sole Supplier | SO/DEV/05/06/2024 | R 30 349.31 | R 30.00 |
| CRT Software upgrade | SAFRAN | Sole Supplier | SO/DEV/06/07/2024 | R 393 841.60 | R 394.00 |
| Equipment calibration | Protea Electronics | Sole Supplier | SO/DEV/08/09/2024 | R 17 332.80 | R 17.00 |
| 32GHZ Fieldfox Upgrade | Concilium Technologies | Sole Supplier | SO/DEV/09/10/2024 | R 212 290.00 | R 212.00 |
| Keysat 2.65GHZ spectrum analyzer CPU replacement and software upgrade | Concilium Technologies | Sole Supplier | SO/DEV/10/10/2024 | R 153 467.50 | R 153.00 |
| CNESS equipment calibration | Concilium Technologies | Sole Supplier | SO/DEV/11/11/2024 | R51 715 | R 52.00 |
| SANSA equipment calibration | Concilium Technologies | Sole Supplier | SO/DEV/14/11/2024 | R727 789.50 | R 728.00 |
| Migrate Transnet Microwave Link to a none Interfering Frequency | Telsaf Data | Sole Supplier | SO/DEV/15/12/2024 | R73 303.041 | R 73.00 |
| Spectrum analyzer repair | Concilium Technologies | Sole Supplier | SO/DEV/16/12/2024 | R 110 106.75 | R 110.00 |
| NRF is the only ground station in South Africa that has a 26m antenna | NRF | Sole Supplier | SO/DEV/07/02/2025 | R4 900 000.00 | R 4 900.00 |
| Space Ops conference exhibitor space | Canadian Aeronautics and Space Institute | Sole Supplier | SO/DEV/17/02/2025 | R230 000.00 | R 230.00 |
| Space Ops conference exhibitor stand | GES Canada | Single Supplier | SO/ DEV/18/02/2025 | R220 000.00 | R 220.00 |
| Mathematica License | Blue stallion | Sole Supplier | SS/ DEV /01/05/2024 | R 13 817.25 | R 14.00 |
| MFiles License renewal for 2 years | IT Clarity | Multiple Source | SS/ DEV /02/06/2024 | R 4 646 936.05 | R 4 647.00 |
| Scintillation receivers | Sepentrio | Sole Supplier | SS/ DEV /03/08/2024 | R 1 728 755.20 | R 1 729.00 |
| Zoom License | Tenet | Single Source | SS/ DEV /04/12/2024 | R 37 637.60 | R 38.00 |
| Matlab License | Optinum Solutions | Sole supplier | SS/ DEV /05/12/2024 | R 37 615.35 | R 38.00 |
| Calibration Equipment | Concilium Technologies | Sole Supplier | SS/ DEV /06/03/2025 | R 39 215.00 | R 39.00 |
| **Total** | | | | | **R20 681.00** |

## CONTRACT VARIATIONS AND EXPANSIONS

| PROJECT DESCRIPTION | NAME OF SUPPLIER | CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION) | CONTRACT NUMBER | ORIGINAL CONTRACT VALUE R'000 | VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE) R'000 | VALUE OF CURRENT CONTRACT EXPANSION OR VARIATIONS AT CLOSING RATE R'000 |
|---|---|---|---|---|---|---|
| Additional licenses to the current contract | Microsoft Corporation | Expansion | VO/CO/01/09/2024 | R5 448.00 | - | R 27.00 |
| Handling, transfer and reconfiguring(installation) of the printing machines from the Innovation Hub to the CSIR | Konica Minolta | Expansion | VO/CO/02/10/2024 | R 2 882.00 | - | R 8.00 |
| Extension of the existing contract period of the Culture and Values Activation | Talwin T/A Franklin Covey | Extension | VO/CO/03/10/2025 | R144.00 | - | - |
| A PO of R2 300 000.00 excluding VAT was created and approved for the required services. The variation order of R345 000.00 is requested to cover VAT. | CSIR | Expansion | EO-VO/01/01/2025 | R2 300.00 | - | R 345.00 |
| Provision for professional civil engineering service, design, principal agent and construction supervision for the EGNOS and AIRCAS projects at the SANSA HBK site | Meban Group | Expansion | SO/VO/01/05/2024 | R 893.00 | - | R 104.00 |
| Provision of Land survey services for the EGNOS and KSAT Projects at SANSA Hartebeesthoek ground station site | Msweli Geometics and Projects | Expansion | SO/VO/02/05/2024 | R 389.00 | - | R 51.00 |
| Provision of a PTP Radio Link and Wireless Access at MTJ | Wispernet | Expansion | SO/VO/03/05/2024 | R 97.00 | - | R 6.00 |
| Matjiesfontein house rental | MTJ Rental | Expansion | SO/VO/04/08/2024 | R314.00 | - | R45.00 |
| Provision for new access roads and maintenance of existing roads at SANSA Hartebeesthoek (HBK) site. | Motumisheng Investments | Expansion | SO/VO/05/10/2024 | R9 660.00 | - | R 1 844.00 |
| Provision for aircas antenna pad construction. | Lepower consultants | Expansion | SO/VO/06/01/2025 | R8 362.00 | - | R 653.00 |
| RFQ has a month-to-month extension as part of the scope after a period of 12 months. The services are needed for a further period of three months. The original purchase order issued had available funds for the extension. | Authentick Travel | Extension | SS/VO/01/12/2024 | Variable amount based on usage | - | - |
| Works under this contract was put on hold due to budgetary constraints. The are still funds available on am open PO. Contract period is being extended with no cost. | Mesa Solutions | Extension | SS/VO/02/03/2025 | Variable amount based on usage | - | - |
| **Total** | | | | **R30 489.00** | | **R3 083.00** |

# PART F
# FINANCIAL INFORMATION

# General Information

| | |
|---|---|
| **Domicile** | South Africa |
| **Nature of business and principal activities** | SANSA is a Schedule 3A public entity established in terms of the Public Finance Management Act (PFMA), No. 1 of 1999 under the auspices of the Department of Science Technology and Innovation (DSTI) with a mandate to promote the peaceful use of outer space; support the creation of an conducive environment for industrial development in space technology; foster research in space science, communications, navigation and space physics; advance scientific, engineering, and technological competencies and capabilities through human capital development and infrastructure development; and foster international cooperation in space related activities. |
| **Legal form of entity** | Schedule 3A Public entity, as defined by the Public Finance Management Act (Act No. 1 of 1999 as amended by Act No. 29 of 1999). |
| **Executive authority** | Minister of the Department of Science Technology and Innovation |
| **Business address** | Building 10 CSIR Campus<br>Meiring Naudé Road<br>Pretoria<br>0087 |
| **Postal address** | PO Box 484<br>Silverton<br>Pretoria<br>0127 |
| **Auditor** | A2A Kopano Incorporated<br>147 Marais Street<br>Brooklyn<br>Pretoria<br>0181<br>(012) 460 9885 |

# Board's Responsibilities and Approval

The Board is required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report.

It is the responsibility of the Board to ensure that the annual financial statements fairly present the state of affairs of the Agency 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 responsible for independently auditing and expressing an opinion on the agency's annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements and were given unrestricted access to all financial records and related data.

The annual financial statements have been prepared in accordance with Standards of Generally Recognised Accounting Practice (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board. The annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The Board acknowledges that they are ultimately responsible for the system of internal financial control established by the agency and place considerable importance on maintaining a strong control environment. To enable the Board to meet these responsibilities, the Board sets standards for internal control aimed at reducing the risk of error 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 agency and all employees are required to maintain the highest ethical standards in ensuring the agency's business is conducted in a manner that in all reasonable circumstances is above reproach.

The focus of risk management in the agency is on identifying, assessing, managing and monitoring all known forms of risk across the agency. While operating risk cannot be fully eliminated, the agency endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. The Board is 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 annual financial statements.

Any system of internal financial control can, however, only provide only reasonable and not absolute assurance against material misstatement.

The Board has reviewed the agency's forecast for the year to 31 March 2026 and, in light of this review and the Statement of Financial Position as at 31 March 2025, is satisfied that the agency has access to adequate resources to continue as a going concern for the foreseeable future.

**Mr. P. Ndlovu**
Chairman

**Mr. H. Mudau**
Chief Executive Officer

# Report of the Independent Auditor

## INDEPENDENT AUDITOR'S REPORT TO PARLIAMENT ON SOUTH AFRICAN NATIONAL SPACE AGENCY

### REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

#### OPINION

1. We have audited the financial statements of the South African National Space Agency set out on pages 128 to 191, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net asset, cash flow statement and statement of comparison of budget information with actual information for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In our opinion, the financial statements present fairly, in all material respects, the financial position of the South African National Space Agency as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA).

#### BASIS FOR OPINION

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.
4. We are independent of the entity in accordance with the Independent Regulatory Board for Auditors' *Code of Professional Conduct for Registered Auditors* of the (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' *International Code of Ethics for Professional Accountants (including International Independence Standards*).
5. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.
6. In terms of the IRBA Rule on Enhanced Auditor Reporting for the Audit of Financial Statements of Public Interest Entities, published in Government Gazette No. 49309 dated 15 September 2023 (EAR Rule), we report:

#### FINAL MATERIALITY

7. The scope of our audit was influenced by our application of materiality. An audit is designed to obtain reasonable assurance whether the financial statements are free from material misstatement. Misstatements may arise due to fraud or error, and they 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 the financial statements.
8. Our determination of materiality is a matter of professional judgement and is affected by our perception and understanding of the financial information needs of intended users, which is the quantitative and qualitative factors that determine the level at which relevant decisions taken by users would be affected by a misstatement. These factors helped us to determine the scope of our audit and the nature, timing and extent of our audit procedures and to evaluate the effect of misstatements, both individually and in aggregate on the financial statements as a whole.

9. Based on our professional judgement, we determined final materiality for the financial statements as follows:

| | |
|---|---|
| **Final materiality amount** | R4,6million |
| **Basis for determining materiality** | 1% of total expenditure |
| **Rationale for benchmark applied** | Expenditure is an appropriate quantitative indicator of materiality as the entity focus on delivering services rather than generating profit. |

## KEY AUDIT MATTERS

10. We determined that there are no key audit matters to communicate in respect of the financial statements.

## EMPHASIS OF MATTERS

11. We draw attention to the matters below. Our opinion is not modified in respect of this matters.

### ALLOWANCE FOR IMPAIRMENT – RECEIVABLES FROM EXCHANGE TRANSACTIONS

12. As disclosed in note 5 to the financial statements, the public entity accumulated to date, material impairment of R8 900 252 (2024: R8 236 505) as a result of the impairment of trade receivables.

### RECLASSIFICATION OF FINANCIAL STATEMENTS

13. As disclosed in note 32 to the financial statements, the corresponding figures for 31 March 2024 were restated, as a result of reclassification in the financial statement of the public entity at, and for the year ended, 31 March 2025.

## RESPONSIBILITIES OF ACCOUNTING AUTHORITY FOR THE FINANCIAL STATEMENTS

14. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the SA Standards of GRAP and the requirements of the PFMA 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.

15. In preparing the financial statements, the accounting authority is responsible for assessing the entity'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 accounting authority either intends to liquidate the entity or to cease operations, or has no realistic alternative but to do so.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

16. Our objectives are to obtain reasonable assurance about whether the 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 our 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 financial statements.

17. A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page [page number of the annexure to the auditor's report, forms part of our auditor's report.

## REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

18. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, we must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programmes presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.

19. We selected the following presented in the annual performance report for the year ended 31 March 2025 for auditing. We

selected programmes that measure the entity's performance on its primary mandated functions and that are of significant national, community or public interest.

| Programme | Page numbers | Purpose |
|---|---|---|
| **Earth Observation** | **42** | The programme provides the development and promotion of Earth observations products for socio- economic development and improved livelihoods in South Africa and the African continent. |
| **Space Science** | **52** | The programme key functions include, fundamental and applied space science research, the support of space- facilitated science through science data acquisition, coordination and management of scientific data ground segments, provision of space weather and other geo-space and magnetic technology products and services on a commercial and private basis to the defence, maritime, communications, |
| **Space Operations** | **58** | Programme is responsible for the acquisition of satellite data for the Earth Observation Programme and the provision of ground segment support. |
| **Space Engineering** | **66** | The Space Engineering Programme leads systems engineering and project management excellence and drives a small satellite development programme in South Africa in partnership with external contractors, Research and Development (R&D) institutions, and private sector partners. |

20. We evaluated the reported performance information for the selected programmes 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 public entity's planning and delivery on its mandate and objectives.

21. We performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the public entity'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 we 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 and is comparable and understandable
    - there is adequate supporting evidence for the achievements reported and for the reasons provided for any over or underachievement of targets
22. We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
23. We did not identify any material findings on the reported performance information for the selected programmes.

## OTHER MATTER

24. We draw attention to the matter below.

### ACHIEVEMENT OF PLANNED TARGETS

25. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.

26. The table that follows provides information on the achievement of planned targets and list the key 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 on pages 32 to 33.

| **Targets achieved: 84%** | | |
|---|---|---|
| **Key indicator not achieved** | **Planned target** | **Reported achievement** |
| Total capital expenditure on building the national space capability | R375 million | R80.4 million |
| Percentage progress towards a developed Matjiesfontein deep space facility. | 70% | 52% |
| Percentage progress towards a developed Space Infrastructure Hub (SIH) (EO-sat 1 Completion project completed) | 50% | 17% |

## REPORT ON COMPLIANCE WITH LEGISLATION

27. In accordance with the PAA and the general notice issued in terms thereof, we 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 public entity's compliance with legislation.
28. We performed procedures to test compliance with selected requirements in key legislation in accordance with the AGSA findings engagement methodology. This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.
29. Through an established AGSA process, we selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner.
30. The selected legislative requirements are included in the annexure to this auditor's report.
31. We did not identify any material non-compliance with the selected legislative requirements.

## OTHER INFORMATION IN THE ANNUAL REPORT

32. The accounting authority is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected programmes presented in the annual performance report that have been specifically reported on in this auditor's report.
33. Our opinion on the financial statements and our findings on the reported performance information and the report on compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.
34. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programmes presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.
35. If, based on the work we have performed, we conclude that there is a material misstatement in this other information, we are required to report that fact.
36. We have nothing to report in this regard.

## INTERNAL CONTROL DEFICIENCIES

37. We considered internal control relevant to our audit of the financial statements, annual performance report and compliance with applicable legislation; however, our objective was not to express any form of assurance on it.

## OTHER REPORTS

38. We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.

## AUDIT RELATED SERVICES

39. An agreed-upon procedures engagement was performed on grants received from the National Research Foundation (NRF), to confirm compliance with the grant conditions. The report covered the period 1 January 2024 to 31 December 2024 and the report was issued to the South African National Space Agency on 11 July 2025.

## AUDIT TENURE

40. In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that A2A Kopano Inc. has been the auditor of South African National Space Agency for three years.

## DISCLOSURE OF FEE-RELATED MATTERS

41. In terms of the EAR Rule, we disclose the following fee-related matters:

| Categories of services | Amount |
|---|---|
| Financial statements audits | R 1 577 141 |
| Other services | R 210 650 |

**A2A Kopano Incorporated**

Tsitsi A Maenzanise
Director
Registered Auditor

31 July 2025

147 Marais Street Brooklyn Pretoria 0181

IRBA. NO. 901944-0007

# ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- the auditor's responsibility for the audit
- the selected legislative requirements for compliance testing.

## AUDITOR'S RESPONSIBILITIES FOR THE AUDIT

### PROFESSIONAL JUDGEMENT AND PROFESSIONAL SCEPTICISM

As part of an audit in accordance with the ISAs, we exercise professional judgement and maintain professional scepticism throughout our audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the public entity's compliance with selected requirements in key legislation.

### FINANCIAL STATEMENTS

In addition to our responsibility for the audit of the financial statements as described in this auditor's report, we also:

- identify and assess the risks of material misstatement of the 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 our 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 public entity'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 financial statements. We 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 public entity to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

### COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

We 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 we identify during our audit.

We also provide the accounting authority with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to have a bearing on our independence and, where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated to those charged with governance, we determine those matters that were of most significance in the audit of the financial statements for the current period and are therefore key audit matters. We describe these matters in this auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in this auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest of such communication.

## 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), 53(4), 54(2)(c)<br>Sections - 54(2)(d), 55(1)(a), 55(1)(b), 55(1)(c)(i); 57(b) |
| National Treasury Regulations issued in terms of the PFMA | Regulations - 16A3.2, 16A6.1, 16A6.2(a) & (b) Regulations - 16A6.3 (a)<br>&(b), 16A6.3(c), 16A6.6,16A.7.1<br>Regulations - 16A.7.3, 16A.7.6, 16A.7.7, 16A8.3; 16A8.4,<br>Regulations - 16A9.1(b)(ii), 16A9.1(d), 16A9.1(e); 16A9.1(f),<br>Regulations - 16A9.2(a)(ii), 8.2.1 and 8.2.2, 30.1.1, 30.1.3(a)<br>Regulations - 30.1.3(b) , 30.1.3(d), 30.2.1, 31.1.2(c) Regulations - 31.2.1; 31.3.3; 33.1.1, 33.1. |
| Preferential Procurement Policy Framework Act 5 of 2000 (PPPFA) | Section - 2(1)(a) and (b); 2(1)(f) |
| Preferential Procurement Regulations of 2017 (PPR) | Regulations - 4(1) & 4(2); 5(1) & 5(3); 5(6); 5(7) ;<br>6(8), 7(8),<br>Regulations - 8(2); 8(5); 9(1); 10(1)&(2) & 11(1) |
| Preferential Procurement Regulations of 2022 (PPR) | Regulation 4(4) |
| Construction Industry Development Board Act 38 of 2000 | Section - 18(1) |
| Construction Industry Development Board Regulations | Regulations – 17, 25(7A) |
| Prevention and Combatting of Corrupt Activities Act 12 of 2004 | PRECCA 34(1) |
| National Treasury Instruction note 4 of 2015/16 | Paragraphs – 3.4 |
| National Treasury Instruction 4A of 2016/17 | Paragraphs – 6 |
| National Treasury Instruction 07 of 2017/18 | Paragraphs – 4.3 |
| National Treasury Instruction 01 of 2021-22 | Paragraphs – 4.1 |
| SCM Instruction Note 02 of 2021-22 | Paragraphs – 3.2.1, 3.2.4, 3.3.1, |
| PFMA SCM instruction note 03 of 2021/22 | Paragraphs – 4.1, 4.2 (b), 4.3, 4.4, 7.2, 3.2.4 (b) |

# Statement of **Financial Position**

AS AT 31 MARCH 2025

| | Note | 2025 R | 2024 R |
|---|---|---|---|
| **ASSETS** | | | |
| **Current Assets** | | **782 232 171** | **864 406 044** |
| Cash and Cash Equivalents | 4 | 690 871 371 | 816 696 421 |
| Receivables from Exchange Transactions | 5 | 88 440 903 | 45 094 834 |
| Inventory | 6 | 2 919 897 | 2 614 789 |
| **Non-Current Assets** | | **531 983 636** | **519 490 864** |
| Property, Plant and Equipment | 7 | 487 937 574 | 456 512 725 |
| Intangible Assets | 8 | 13 443 055 | 12 828 193 |
| Receivables from Exchange Transactions | 5 | 30 603 007 | 50 149 946 |
| **Total Assets** | | **1 314 215 807** | **1 383 896 908** |
| **LIABILITIES** | | | |
| **Current Liabilities** | | **684 521 965** | **727 820 428** |
| Trade and Other Payables | 9 | 37 287 341 | 30 035 557 |
| Provisions | 10 | 13 452 871 | 12 067 779 |
| Conditional Grants | 11 | 633 363 165 | 685 612 179 |
| Operating Lease Liability | 13 | 418 588 | 104 913 |
| **Total Liabilities** | | **684 521 965** | **727 820 428** |
| **NET ASSETS** | | **629 693 845** | **656 076 480** |
| Accumulated Surplus | | 629 693 845 | 656 076 480 |
| **Total Net Assets** | | **629 693 845** | **656 076 480** |

# Statement of **Financial Performance**

FOR THE YEAR ENDED 31 MARCH 2025

| | Note | 2025 R | 2024 R |
|---|---|---|---|
| **REVENUE** | | | |
| **REVENUE FROM NON-EXCHANGE TRANSACTIONS** | | | |
| Transfers and Grants | 12 | 257 952 288 | 171 831 275 |
| **REVENUE FROM EXCHANGE TRANSACTIONS** | | | |
| Interest | 14 | 8 062 657 | 13 437 316 |
| Rendering of Services | 15 | 167 700 292 | 160 938 146 |
| Other Income | 16 | 2 681 411 | 1 487 101 |
| Impairment Reversal of Accounts Receivable | 29 | 68 422 | - |
| **Total Revenue** | | **436 465 070** | **347 693 838** |
| **EXPENDITURE** | | | |
| Employee Related Costs | 17 | 199 804 686 | 187 771 859 |
| Board Member Remuneration | 18 | 2 511 240 | 1 317 073 |
| Depreciation and Amortisation | 19 | 40 712 028 | 34 970 506 |
| Repairs and Maintenance | 7.1 | 17 571 163 | 18 213 369 |
| Data Licence Fees | 20 | 45 924 303 | 2 233 169 |
| Grant Related Expenditure | 21 | 28 851 957 | 3 478 034 |
| Student Bursaries | 22 | 6 375 113 | 6 628 375 |
| Antenna Infrastructure Services | 23 | 14 208 351 | 4 805 891 |
| Training Expenses | 24 | 2 122 582 | 2 724 994 |
| Other Operating Expenses | 25 | 100 651 369 | 101 373 135 |
| Net Losses on Foreign Exchange Transactions | 26 | 3 370 659 | 1 026 405 |
| Net Losses on Disposal of Property, Plant and Equipment | 27 | 296 620 | 684 138 |
| Impairment of Accounts Receivable | 29 | 447 634 | 79 173 |
| **Total Expenditure** | | **462 847 705** | **365 306 122** |
| **DEFICIT FOR THE YEAR** | | **(26 382 635)** | **(17 612 283)** |

# Statement of **Changes in Net Assets**

AS AT 31 MARCH 2025

| | Accumulated Surplus R |
|---|---|
| **2024** | |
| **Balance at 01 April 2023** | **673 688 761** |
| Deficit for the year | (17 612 283) |
| **Balance as at 31 March 2024** | **656 076 480** |
| **2025** | |
| **Balance at 01 April 2024** | **656 076 480** |
| Deficit for the year | (26 382 635) |
| **Balance at 31 March 2025** | **629 693 845** |

# Cash Flow Statement

FOR THE YEAR ENDED 31 MARCH 2025

| | Note | 2025 R | 2024 R |
|---|---|---|---|
| **CASH FLOWS FROM OPERATING ACTIVITIES** | | | |
| **RECEIPTS** | | | |
| Transfers and Grants | | 205 703 274 | 662 377 127 |
| Rendering of services | | 143 901 163 | 146 902 334 |
| Interest | 14 | 8 062 657 | 13 437 316 |
| Other Receipts | 16 | 2 681 410 | 1 487 101 |
| **PAYMENTS** | | | |
| Employee Related Costs | | ( 200 930 834) | ( 189 027 459) |
| Suppliers | | ( 211 815 144) | ( 154 886 390) |
| **NET CASH FLOWS FROM OPERATING ACTIVITIES** | 28 | **( 52 397 474)** | **480 290 029** |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | |
| Acquisition of Property, Plant and Equipment | 7 | ( 72 802 557) | (22 790 292) |
| Proceeds on Sale of Property, Plant and Equipment | | 579 005 | 21 781 |
| Acquisition of Intangible Assets | 8 | ( 1 204 024) | ( 154 100) |
| **NET CASH FLOWS FROM INVESTING ACTIVITIES** | | **( 73 427 576)** | **(22 922 611)** |
| **NET (DECREASE) INCREASE IN CASH AND CASH EQUIVALENTS** | | **(125 825 050)** | **457 367 418** |
| Cash and Cash Equivalents at the beginning of the year | | 816 696 421 | 359 329 003 |
| **Cash and Cash Equivalents at the end of the year** | 4 | **690 871 371** | **816 696 421** |

# Statement of Comparison **of Budget and Actual Amounts**

AS AT 31 MARCH 2025

| | Note | Approved Budget 2024/25 R | Final Budget 2024/25 R | Actual Amounts on a Comparable Basis 2024/25 R | Difference 2024/25 R |
|---|---|---|---|---|---|
| **RECEIPTS** | | | | | |
| REVENUE FROM NON-EXCHANGE TRANSACTIONS | | **663 865 757** | **367 746 506** | **257 952 288** | **(109 794 218)** |
| Operational Transfers | | 137 643 000 | 137 643 000 | 137 643 000 | - |
| Conditional Transfers | 3.3.1 | 513 704 000 | 216 794 559 | 109 547 306 | (107 247 253) |
| Research Grants | 3.3.2 | 6 018 757 | 6 808 947 | 5 036 355 | (1 772 592) |
| Post graduate student bursary support | | 6 500 000 | 6 500 000 | 5 725 627 | ( 774 373) |
| REVENUE FROM EXCHANGE TRANSACTIONS | | **135 022 971** | **137 065 685** | **167 700 292** | **30 634 607** |
| Contract Income: Public | 3.3.3 | 64 136 240 | 29 658 952 | 27 930 060 | (1 728 892) |
| Contract Income: Private | 3.3.4 | 5 322 472 | 7 067 473 | 7 538 583 | 471 110 |
| Contract Income: Foreign | 3.3.5 | 65 564 259 | 100 339 260 | 132 231 649 | 31 892 389 |
| OTHER INCOME | 3.3.6 | 11 420 324 | 8 846 885 | 10 744 068 | 1 897 183 |
| Prior year Surplus Brought Forward | | - | 133 970 827 | 86 445 492 | (47 525 335) |
| **Total Receipts** | | **810 309 052** | **647 629 903** | **522 842 140** | **(124 787 763)** |
| **EXPENDITURE** | | | | | |
| Employee Related Costs | 3.3.7 | 236 727 058 | 219 403 192 | 199 804 686 | 19 598 506 |
| Board Member Remuneration | | 2 413 544 | 2 413 544 | 2 511 240 | ( 97 696) |
| Repairs and Maintenance | 3.3.8 | 15 586 478 | 22 119 753 | 17 571 163 | 4 548 590 |
| Data Licence fees | 3.3.9 | 15 550 615 | 32 695 017 | 45 924 303 | (13 229 286) |
| Grant related Expenditure | 3.3.10 | 84 597 849 | 20 330 290 | 28 851 957 | (8 521 667) |
| Student Bursaries | | 6 500 000 | 6 500 000 | 6 375 113 | 124 887 |
| Antenna Infrastructure Services | 3.3.11 | 2 000 000 | 14 093 084 | 14 208 351 | ( 115 267) |
| Training Expenses | 3.3.12 | 5 900 410 | 6 847 182 | 2 122 582 | 4 724 600 |
| Other Operating Expenses | 3.3.13 | 116 492 378 | 152 444 500 | 100 651 369 | 51 793 131 |
| Net Losses on Foreign Exchange Transactions | | - | 1 500 000 | 3 370 659 | (1 870 659) |
| Net Losses on Disposal of Property, Plant and Equipment | | - | 100 000 | 296 620 | ( 196 620) |
| | | **485 768 332** | **478 446 562** | **421 688 043** | **56 758 519** |

# Statement of Comparison of Budget and Actual Amounts

AS AT 31 MARCH 2025 (continued)

| PAYMENTS FOR CAPITAL ASSETS | | | | | |
|---|---|---|---|---|---|
| Plant and Machinery | 3.3.14 | 38 015 720 | 53 466 143 | 15 670 464 | 37 795 679 |
| Software and intangible assets | 3.3.15 | 9 700 000 | 27 674 000 | 1 204 024 | 26 469 976 |
| Vehicles | 3.3.16 | - | 3 767 637 | 4 081 790 | ( 314 153) |
| Buildings and other fixed structures | 3.3.17 | 43 775 000 | 3 312 861 | 61 574 | 3 251 287 |
| Office Equipment | 3.3.18 | - | 73 151 | 857 120 | ( 783 969) |
| Exhibits | | - | | 187 220 | ( 187 220) |
| Office Furniture | 3.3.19 | - | 1 563 053 | 1 217 111 | 345 942 |
| Computer Equipment | 3.3.20 | 3 050 000 | 31 713 669 | 15 902 357 | 15 811 312 |
| Satellite Development | 3.3.21 | 230 000 000 | 27 612 827 | - | 27 612 827 |
| Infrastructure | 3.3.22 | - | 20 000 000 | 34 824 920 | (14 824 920) |
| | | **324 540 720** | **169 183 341** | **74 006 581** | **95 176 761** |
| **Total Expenditure** | | **810 309 052** | **647 629 903** | **495 694 624** | **151 935 280** |
| Cash Surplus | 3.3.23 | - | - | 27 147 517 | 27 147 517 |

The budget is prepared on a cash basis and reconciliations to the cash flow statement and statement of financial performance are disclosed in the table below and note 3.3.23 respectively.

## RECONCILIATION BETWEEN STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS AND CASH FLOW STATEMENT

| NET CASH FLOWS FROM | Operating Activities R | Financing Activities R | Investing Activities R | Total R |
|---|---|---|---|---|
| Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement | 101 154 097 | - | (74 006 581) | 27 147 519 |
| Basis Differences | (153 551 571) | - | 579 005 | (152 972 566) |
| **Actual amount in Cash Flow Statement** | **(52 397 474)** | | **(73 427 576)** | **(125 825 050)** |

# Accounting **Policies**

## 1. BASIS OF PRESENTATION

The Annual Financial Statements have been prepared on going concern basis in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), including interpretations and directives issued by the Accounting Standards Board (ASB) and the Public Finance Management Act (PFMA).

The historic cost convention has been used, except where indicated otherwise.

The figures presented in the Annual Financial Statements have been rounded to the nearest Rand value.

### SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

These accounting policies are consistent with the previous period. Significant accounting policies, which have been consistently applied, are disclosed below. Details of any changes in accounting policies are explained in the relevant policy.

### 1.1 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In the application of the entity's accounting policies, which are described below, management is required to make judgements, estimates and assumptions about the amounts of assets, liabilities, revenue and expenses that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

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

The following are the significant judgements that management has made in the process of applying the entity's accounting policies and have the most significant effect on the amounts recognised in the Annual Financial Statements:

#### 1.1.1 FINANCIAL ASSETS AND LIABILITIES

The classification of financial assets and liabilities, into categories, is based on the relevant GRAP standards and the terms of the instruments. Accounting Policy 1.2.1 on Financial Assets Classification and Accounting Policy 1.2.2 on Financial Liabilities Classification describe the factors and criteria considered by the management of the entity in the classification of financial assets and liabilities.

In making the above-mentioned judgement, management considers the definition and recognition criteria for the classification of financial instruments as set out in GRAP.

#### 1.1.2 IMPAIRMENT OF FINANCIAL ASSETS

The Impairment of Financial Assets describes the process followed to determine the value by which financial assets should be impaired. In making the estimation for impairment, management considers the criteria for impairment of financial assets and the judgement used is mainly based on market conditions existing at the end of the reporting period. The criteria for impairment is the credit risks associated to the principal amount of a contract or debt which could result in credit losses. Calculations in respect of impairment of debtors are based on an assessment of the extent to which debtors have defaulted on payments already due, and an assessment of their ability to make payments based on their creditworthiness. Management is satisfied that impairment of financial assets recorded during the year is appropriate.

### 1.1.3 USEFUL LIVES OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS

Property, plant and equipment and intangible assets are depreciated over their useful lives taking into account residual values, where appropriate. The useful lives and residual values are assessed annually and may vary depending on a number of factors. In re-assessing useful lives, factors such as technological innovation and maintenance programmes are taken into account. Residual value assessments consider factors such as future market conditions, the remaining life of the asset and projected disposal values.

### 1.1.4 IMPAIRMENT OF NON-FINANCIAL ASSETS

Impairment is applied when the carrying amount is higher than the recoverable service amount.The recoverable service amount is the greater of the fair value less the cost to sell and value in use.These calculations require the use of estimates and assumptions. It is reasonably possible that the assumptions used may change which could impact estimated amounts and could result in material adjustments to the carrying value of assets under these categories.

SANSA tests for impairment when events or changes in circumstances suggest that the carrying amount may not be recoverable. If there are indications that impairment may have occurred, estimates of expected future cash flows prepared. Expected future cash flows, which are used to determine the value in use of assets, are inherently uncertain and could change materially over time.

### 1.1.5 PROVISIONS, CONTINGENT ASSETS AND CONTINGENT LIABILITIES

Judgement is required in recognising and measuring provisions contingent assets and contingent liabilities. The carrying amount of a provision is the best estimate of the amount required to settle a present obligation at the reporting date. SANSA recognises a provision for bonuses based on the expected performance bonuses to be paid out to employees. Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in Note 34.

### 1.1.6 LEAVE PAY PROVISION

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. Employees can accrue up to a maximum of 25 annual leave days.

## 1.2 FINANCIAL INSTRUMENTS

### 1.2.1 FINANCIAL ASSETS - CLASSIFICATION

The entity has the following types of financial assets as reflected on the face of the Statement of Financial Position and in the notes thereto:

| Type of Financial Asset | Classification |
|---|---|
| Cash and Cash Equivalents | Financial Assets at Amortised Cost |
| Receivables from Exchange Transactions | Financial Assets at Amortised Cost |

Cash and Cash Equivalents includes cash on hand (including petty cash) as well as current account and short term deposit balances with banks.

### 1.2.2 FINANCIAL LIABILITIES - CLASSIFICATION

The entity has the following types of financial liabilities as reflected on the face of the Statement of Financial Position or in the notes thereto:

| Type of Financial Liability | Classification |
|---|---|
| Trade and other payables | Financial Liabilities at Amortised Cost |

### 1.2.3 INITIAL AND SUBSEQUENT MEASUREMENT

All financial assets and liabilities are initially measured at fair value, including directly attributable transaction costs for instruments that are not subsequently measured at fair value.

The amount at which a financial asset or financial liability is measured at is the initial recognition amount minus principal repayments, plus or minus the cumulative amortisation using the effective interest method of any difference between that initial amount and the maturity amount, and minus any reduction (directly or through the use of an allowance account) for impairment or uncollectibility.

#### FINANCIAL ASSETS

Subsequent to initial recognition, financial assets are measured at amortised cost.

#### FINANCIAL LIABILITIES

Subsequent to initial recognition, financial liabilities are measured at amortised cost.

### 1.2.4 IMPAIRMENT OF FINANCIAL ASSETS

Financial assets are impaired where there is objective evidence of impairment of financial assets (such as the probability of insolvency or significant financial difficulties of the debtor). The impairment on financial assets is determined as the difference between the carrying amount and the present value of the estimated future cash flow.

#### FINANCIAL ASSETS CARRIED AT AMORTISED COST

Financial assets are carried at amortised cost encompass accounts receivables and cash and cash equivalents. An estimate is made for doubtful debt based on past default experience of all outstanding amounts at year-end. Bad debts are written off the year in which they are identified as irrecoverable.

An allowance for impairment of accounts receivables is established when there is objective evidence that the entity will not be able to collect all amounts due according to the original terms of receivables. The allowance is made whereby the recoverability of accounts receivable is assessed individually and then collectively after grouping the assets in financial assets with similar credit risk characteristics. The amount of the allowance is the difference between the financial asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Future cash flows in a group of financial assets that are collectively evaluated for impairment are estimated on the basis of historical loss experience for assets with credit risk characteristics similar to those in the group. The entity uses an allowance account to record impairment losses.

## 1.3 INVENTORY

#### INITIAL MEASUREMENT:

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.

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.

#### SUBSEQUENT MEASUREMENT:

Subsequently, inventories are measured at the lower of cost and net realisable value.

#### COST FORMULA:

The cost of inventories is assigned using the weighted average formula. The same cost formula is used for all inventories having a similar nature and use to the entity.

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.

## 1.4 PROPERTY, PLANT, EQUIPMENT

Property, plant and equipment is measured at cost, net of accumulated depreciation and/ or accumulated impairment losses.

Depreciation is recognised in surplus or deficit on a straight line basis over the estimated useful lives of each part of an item of property, plant and equipment. SANSA's accounting policy is to depreciate assets as follows:

| Asset Class | Years |
|---|---|
| **Freehold Land** | |
| Land | Indefinite |
| **Freehold Buildings** | |
| Buildings | 15 - 50 |
| Infrastructure | 10 - 20 |
| **Leasehold Improvements** | |
| Improvements | Shorter of the contract period or useful life |

| Asset Class | Years |
|---|---|
| **Other** | |
| Computer Equipment | 1 - 5 |
| Exhibits | 3 - 15 |
| Motor Vehicles | 3 - 7 |
| Office Equipment | 3 - 15 |
| Office Furniture | 3 - 15 |
| Plant and Machinery | 2 - 20 |
| Research Equipment | 2 - 15 |
| Laboratory Equipment | 2 - 15 |

### 1.4.1 IMPAIRMENT OF NON-FINANCIAL ASSET

Cash generated units are determined as the smallest identified group of assets which can generate cash flows independently from other assets or groups of assets. Non-cash generating assets are primarily held for internal service delivery purposes.

If there is any indication that an asset may be impaired, the recoverable service amount is estimated for the individual asset. For cash- generating assets, if it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash generating unit to which the asset belongs is determined. If the recoverable service amount of an asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. That reduction is an impairment loss, and recognised in Surplus or Deficit.

If there is any indication that an asset may be no longer be impaired, the recoverable service amount is estimated for the individual asset. For cash-generating assets, if it is not possible to estimate the recoverable amount of the individual asset, the recoverable amount of the cash generating unit to which the asset belongs is determined. If the recoverable service amount of an asset is more than its carrying amount, the carrying amount of the asset is increased but does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior periods.

The gain or loss, which is the difference between the proceeds on disposal and the carrying amount, arising from the derecognition of an item of Property, Plant and Equipment is included in Surplus or Deficit when the item is derecognised.

The criteria for determining which assets are cash-generating assets, is based on the relevant GRAP standards. Cash-generating assets are those which are held with the objective of generating a commercial return and are essential for operations and income generation. Non-cash generating assets are those which do not directly generate cash flows.

## 1.5 INTANGIBLE ASSETS

Intangible assets are stated at cost, being the initial cost less any accumulated amortisation and impairment losses. Amortisation is charged to surplus or deficit so as to write off the cost of intangible assets over their estimated useful lives, using the straight-line method as follows:

| Asset Class | Years | Asset Class | Years |
|---|---|---|---|
| Computer Software | 2 - 5 | Intellectual Property | 1 - 40 |

The surplus or deficit arising from the derecognition of an item of intangible assets is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

## 1.6 PROVISIONS

Provisions are recognised when the entity has a present legal or constructive obligation as a result of past events, it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate can be made.

Provisions are reviewed at reporting date and the amount of a provision is the present value of the expenditure expected to be required to settle the obligation. When the effect of discounting is material, provisions are determined by discounting the expected future cash flows that reflect current market assessments of the time value of money at a rate adjusted for the specific risks of a liability.

## 1.7 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.

### 1.7.1 OPERATING LEASES - LESSEE

The entity recognises operating lease rentals as an expenditure in surplus or deficit on a straight-line basis over the term of the relevant lease. The difference between the amounts recognised as an expenditure and the contractual payments are recognised as an operating lease asset or liability.

### 1.7.2 OPERATING LEASES - LESSOR

Operating lease revenue is recognised as revenue on a straight-line basis over the lease term. 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 revenue.

Income for leases is disclosed under revenue in statement of financial performance.

## 1.8 REVENUE RECOGNITION

### 1.8.1 REVENUE FROM EXCHANGE TRANSACTIONS

#### 1.8.1.1 INTEREST INCOME

Interest earned on investments is recognised in surplus or deficit on a time proportionate basis that takes into account the effective yield on the investment.

#### 1.8.1.2 RENDERING OF SERVICES

Rendering of Services constitute revenue which arises from service delivery to customers measured at using the stage of completion method.

The stage of completion is assessed by reference to work performed as at the reporting date. Contract revenue includes the initial amount agreed in the contract plus any variations in contract work, claims and incentive payments to the extent that it is probable that these will result in revenue and can be measured reliably. As soon as the outcome of a contract can be estimated reliably, contract revenue and expenses are recognised in surplus or deficit in proportion to the stage of completion of the contract.

When the outcome of a contract cannot be estimated reliably, contract revenue is recognised only to the extent of contract costs incurred that are likely to be recoverable. An expected loss on a contract is recognised immediately in surplus or deficit.

### 1.8.2 REVENUE FROM NON-EXCHANGE TRANSACTIONS

#### 1.8.2.1 GOVERNMENT GRANTS / SUBSIDIES

**Conditional Grants and Receipts**

Income received from conditional grants, donations and funding is recognised as revenue to the extent that the entity has complied with all of the criteria, conditions or obligations embodied in the agreement. To the extent that the criteria, conditions or obligations have not been met a liability is recognised.

**Unconditional Grants and receipts**

Government grants that are receivable as compensation for expenditure or losses already incurred or for the purpose of giving immediate financial support to the entity with no future related costs are recognised in surplus or deficit in the period in which they become receivable.

## 1.9 FOREIGN CURRENCIES

Transactions in foreign currencies are initially recorded at the prevailing exchange rate on the dates of the transactions.

Monetary assets and liabilities denominated in such foreign currencies are translated to the functional currencies at the rates prevailing at the reporting date. Exchange differences are included in surplus or deficit.

## 1.10 EMPLOYEE BENEFITS

### 1.10.1 SHORT-TERM EMPLOYEE BENEFITS

The costs of all short-term employee benefits such as leave pay and bonus are recognised during the period in which the employee renders the related service. The liability for leave pay is based on the total accrued leave days at year end and is included under trade and other payables in the Statement of Financial Position. The entity recognises the expected cost of performance bonuses only when the entity has a present legal or constructive obligation to make such payment and a reliable estimate can be made.

Short-term employee benefits are employee benefits (other than termination benefits) that are due to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service.

Short-term employee benefits include items such as the following, if expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related services:

(a) wages, salaries and social security contributions;
(b) paid annual leave and paid sick leave;
(c) bonus, incentive and performance related payments; and
(d) non-monetary benefits such as medical care, housing, cars and free or subsidised goods or services for current employees.

When an employee has rendered service during a reporting period, the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service is recognised:

(a) As a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, an entity recognises 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.
(b) As an expense, unless another Standard of GRAP requires or permits the inclusion of the benefits in the cost of an asset.

### 1.10.2 PROVISION FOR STAFF LEAVE

Liabilities for annual leave are recognised as they accrue to employees. The liability is based on the total amount of leave days due to employees at year-end and also on the total remuneration package of the employee. The provision is limited to a maximum of 25 days per employee.

Accumulating leave is carried forward and can be used in future periods if the current period's entitlement is not used in full. All unused leave will be paid out to the specific employee at the end of that employee's employment term.

### 1.10.3 BONUS, INCENTIVE AND PERFORMANCE RELATED PAYMENTS

#### 1.10.3.1 STAFF BONUSES ACCRUED

Liabilities for staff bonuses are recognised by accruing bonus for each employee at financial year end, taking the employee's eligibility for bonus into account.

#### 1.10.3.2 PROVISION FOR PERFORMANCE BONUSES

A provision, in respect of the liability relating to the anticipated costs of performance bonuses payable to employees, is recognised as it accrued. The entity's performance bonus provisions are based on the employment contract stipulations as well as previous performance bonus payment trends.

### 1.10.4 DEFINED CONTRIBUTION PLANS

Defined contribution plans are post-employment benefit plans under which an entity pays fixed contributions into a separate entity (a fund) and will have no legal or constructive obligation to pay further contributions if the fund does not hold sufficient assets to pay all employee benefits relating to employee service in the current and prior periods.

#### RECOGNITION AND MEASUREMENT

When an employee has rendered service during a reporting period, the contribution payable to a defined contribution plan in exchange for that service is recognised:

(a) as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the end of the reporting period, an entity shall 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

(b) as an expense, unless another Standard requires or permits the inclusion of the contribution in the cost of an asset.

When contributions to a defined contribution plan are not expected to be settled wholly before twelve months after the end of the reporting period in which the employees render the related service, they are discounted using the discount rate specified in paragraph .89 of GRAP 25.

## 1.11 IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the Public Finance Management Act (Act No 56 of 2003) and is in contravention of any legislation. Irregular expenditure excludes unauthorised expenditure. All expenditure relating to irregular expenditure is recognised as an expense in the Statement of Financial Performance in the year that expenditure was incurred. Expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

## 1.12 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been exercised.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, and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

## 1.13 MATERIALITY

Omissions or misstatements of items are material if they could, individually or collectively, influence the decisions or assessments of users made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatement judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor. 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.

## 1.14 SEGMENT INFORMATION

A segment is an activity of an entity:

- that generates economic benefits or service potential (including economic benefits or service potential relating to transactions between activities of the same entity).
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.
- whose results are regularly reviewed by management to make decisions about resources to be allocated to that activity and in assessing its performance; and
- for which separate financial information is available.

Reportable segments are the actual segments which are reported on in the segment report. They are the segments identified above or alternatively an aggregation of two or more of those segments where the aggregation criteria are met.

### MEASUREMENT

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 entity's 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 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.

## 1.15 BUDGET INFORMATION

Financial Statements are prepared on accrual basis whilst the budget is prepared on a cash basis of accounting. The approved budget cover the fiscal period from 01/04/2024 to 31/03/2025. A reconciliation between the surplus/(deficit) for the period as per the Statement of Financial Performance and budgeted surplus/(deficit) is included in the Statement of Comparison of Budget and Actual Amounts. At the end of September each year the budget may be revised if necessary due to changes in the operations of the entity which require a reallocation of resources. All budget changes are approved by the board of directors prior to the implementation of the revised budget.

## 1.16 STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

| Standard number | Standard name | Effective date (if applicable) | Expected Impact: |
|---|---|---|---|
| GRAP 1 (amended) | Presentation on Financial Statements | No effective date | Impact currently being assessed |
| GRAP 103 (amended) | Heritage Assets | No effective date | Impact currently being assessed |
| GRAP 104 (amended) | Financial instruments | 01 April 2025 | Impact being assessed for implementation in the year ending 31 March 2026 |
| GRAP 105 (amended) | Transfers of Functions Between Entities Under Common Control | No effective date | Impact currently being assessed |

| Standard number | Standard name | Effective date (if applicable) | Expected Impact: |
|---|---|---|---|
| GRAP 106 (amended) | Transfers of Functions Between Entities Not Under Common Control | No effective date | Possible impact if SANSA acquires Houwteq facility |
| GRAP 107 (amended) | Mergers | No effective date | Not applicable to SANSA |

## 1.17 GOING CONCERN ASSUMPTION

The Annual Financial Statements have been prepared on a going concern basis. This basis presumes that funds will be available for at least the next twelve months to finance future operations and that the realisation of assets and settlement of liabilities, contingent liabilities and commitments will occur in the ordinary course of business.

## 1.18 EVENTS AFTER THE REPORTING DATE

Events after the reporting date that are classified as adjusting events have been accounted for in the Annual Financial Statements, please refer to note 38. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the Annual Financial Statements.

## 1.19 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. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.Significant influence is the power to participate in the financial and operating policy decisions of an entity, but is not control over those policies.

Individuals as well as their close family members, and/or entities are related parties if one party has the ability, directly or indirectly, to control or jointly control the other party or exercise significant influence over the other party in making financial and/or operating decisions. SANSA is a related entity to all other entities (and their controlled / jointly controlled entities) for which the Minister of Science and Innovation is the executive authority and more broadly, to all entities controlled by the national executive.

## 1.20 ACCUMULATED SURPLUS/(DEFICIT)

The accumulated surplus/(deficit) represents the net difference between the total assets and the total liabilities. Any surplus/(deficit) realised during a specific financial year is credited against the accumulated surplus/(deficit).

## 2. SEGMENT INFORMATION

### GENERAL INFORMATION ABOUT SEGMENTS

The entity is organised and reports on a basis comprising of five functional areas: the administration programme, the Earth Observation programme, the Space Science programme, the Space Operations programme and the Space Engineering programme. The programmes were organised around the type of services provided and the related space science fields. Management used the same segments for determining and delivering on its strategic objectives.

The Administration Programme provides management, administrative and technical support across all operating units. This facilitates operational efficiency and cost-effective management, aligned with sound governance principles and the seamless integration and collaboration between SANSA programmes.

SANSA's Space Engineering Programme leads systems engineering and project management expertise and drives a small satellite build programme in South Africa in partnership with primary contractors, R&D institutions and private sector partners. The programme conducts satellite and sub-systems analysis, leads the technical side of space programme project management, provides human capital development in space engineering and facilitates private space industry partnerships.

The Earth Observation Programme is responsible for the collection, processing, archiving and distribution of Earth observation data and data products for societal benefit. SANSA maintains Earth observation portfolio of sensors, provides an R&D platform in Earth observation technologies, conducts satellite image processing, and correction and provides human capital development in Earth Observation and science advancement.

The Space Science Programme leads multidisciplinary space science. Key functions include fundamental and applied science research, the support of space facilitated science through science data acquisition, the coordination and administration of scientific data ground segments, provision of space weather and other geospace products and services on a commercial and private basis. The programme also provides leadership in postgraduate science student training, as well as science engagement support.

The Space Operations Programme is responsible for the acquisition of satellite data for the Earth Observation programme and the provision of ground segment support. Through this programme, SANSA conducts various space operations, including launch and early-orbit support, in-orbit testing, satellite life-cycle support and satellite mission control for national and international space industry clients and governments. The programme also supplies hosting capabilities.

SANSA implemented a cost recovery model from 1 April 2023, in terms of which shared services are recovered from operating programmes. These items are eliminated under other income and general expenses.

Inter-segment items are eliminated on consolidation and reflected in the 'eliminations' column.

## 2.1 SEGMENTED FINANCIAL PERFORMANCE

2025

| | Administration R | Earth Observation R | Space Operations R | Space Science R | Space Engineering R | Eliminations R | Total R |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| **REVENUE FROM NON - EXCHANGE TRANSACTIONS** | | | | | | | |
| Transfers and Subsidies Received | 52 523 583 | 77 088 719 | 54 049 751 | 45 886 629 | 28 403 607 | - | 257 952 288 |
| **REVENUE FROM EXCHANGE TRANSACTIONS** | | | | | | | |
| Interest Income | 2 298 807 | 588 959 | 4 508 316 | 666 574 | - | - | 8 062 657 |
| Other Income | 78 818 096 | 124 102 | 315 631 | 1 952 506 | 7 937 728 | (86 466 652) | 2 681 411 |
| Rendering of Services | - | 8 352 562 | 146 216 720 | 13 131 010 | - | - | 167 700 292 |
| Net Gains on Disposal of Property, Plant and Equipment | - | - | - | - | - | | - |
| Impairment Reversal of Accounts Receivable | - | 68 422 | - | - | - | | 68 422 |
| **Total Revenue** | **133 640 486** | **86 222 764** | **205 090 418** | **61 636 719** | **36 341 335** | **(86 466 652)** | **436 465 070** |
| **EXPENDITURE** | | | | | | | |
| Employee Related Costs | 79 771 178 | 24 143 344 | 44 050 314 | 41 744 361 | 10 095 489 | - | 199 804 686 |
| Board Member Remuneration | 2 511 240 | - | - | - | - | - | 2 511 240 |
| Depreciation and Amortisation | 2 739 216 | 7 754 419 | 18 025 053 | 11 811 944 | 381 396 | - | 40 712 028 |
| Repairs and Maintenance | 3 147 047 | 1 670 960 | 7 652 436 | 5 100 720 | - | - | 17 571 163 |
| Data Licence fees | - | 45 922 611 | - | 1 692 | - | - | 45 924 303 |
| Grant Related Expenditure | - | 18 683 027 | - | 533 878 | 9 635 052 | - | 28 851 957 |
| Student Bursaries | - | - | - | 6 375 113 | - | - | 6 375 113 |
| Antenna Infrastructure Services | - | - | 14 208 351 | - | - | - | 14 208 351 |
| Training Expenses | 2 122 582 | - | - | - | - | - | 2 122 582 |
| Other Operating Expenses | 44 970 235 | 19 228 100 | 97 950 630 | 21 949 143 | 3 019 913 | (86 466 652) | 100 651 369 |
| Net Losses on Foreign Exchange Transactions | 485 188 | 350 123 | 2 291 738 | 240 631 | 2 978 | - | 3 370 659 |
| Net Losses on Disposal of Property, Plant and Equipment | 317 380 | ( 147 167) | ( 2 731) | 129 138 | - | - | 296 620 |
| Impairment of Accounts Receivable | 163 100 | - | - | 284 535 | - | - | 447 634 |
| **Total Expenditure** | **136 227 166** | **117 605 417** | **184 175 791** | **88 171 155** | **23 134 828** | **(86 466 652)** | **462 847 705** |
| **Surplus (Deficit) for the year** | **(2 586 680)** | **(31 382 653)** | **20 914 627** | **(26 534 436)** | **13 206 507** | | **(26 382 635)** |

| 2.1 SEGMENTED FINANCIAL PERFORMANCE (CONTINUED)<br>2025 | Administration<br>R | Earth Observation<br>R | Space Operations<br>R | Space Science<br>R | Space Engineering<br>R | Eliminations<br>R | Total<br>R |
|---|---|---|---|---|---|---|---|
| ASSETS | | | | | | | |
| Segment non-current assets | 10 418 155 | 24 258 840 | 116 088 630 | 73 541 820 | 307 676 191 | - | 531 983 636 |
| Segment current assets | 1 097 905 753 | 15 411 854 | 192 212 434 | 126 389 576 | 25 591 869 | (675 279 315) | 782 232 171 |
| **Total Segment assets** | **1 108 323 908** | **39 670 694** | **308 301 064** | **199 931 396** | **333 268 060** | **(675 279 315)** | **1 314 215 807** |
| LIABILITIES | | | | | | | |
| Segment current liabilities | 198 817 631 | (6 046 670) | (84 649 977) | (108 954 923) | 10 076 591 | 675 279 315 | 684 521 965 |
| **Total Segment Liabilities** | **198 817 631** | **(6 046 670)** | **(84 649 977)** | **(108 954 923)** | **10 076 591** | **675 279 315** | **684 521 965** |
| **Capital expenditure** | **4 055 515** | **10 202 995** | **40 180 878** | **9 069 855** | **10 497 338** | **-** | **74 006 581** |
| NON CASH ITEMS EXCLUDING DEPRECIATION AND AMORTISATION | | | | | | | |
| Accrued expenses | 4 801 236 | 1 776 774 | 3 022 261 | 2 063 447 | 9 323 946 | - | 20 987 664 |
| Deferred revenue | - | 2 775 798 | 519 | 275 186 | - | - | 3 051 503 |

## 2.1 SEGMENTED FINANCIAL PERFORMANCE (CONTINUED)

SANSA implemented a cost recovery model from 1 April 2023, in terms of which shared services are recovered from operating programmes. These items are eliminated under other income and general expenses.

| 2024 | Administration R | Earth Observation R | Space Operations R | Space Science R | Space Engineering R | Eliminations R | Total R |
|---|---|---|---|---|---|---|---|
| **REVENUE** | | | | | | | |
| REVENUE FROM NON - EXCHANGE TRANSACTIONS | | | | | | | |
| Transfers and Subsidies Received | 53 981 786 | 26 762 978 | 30 331 380 | 52 764 755 | 7 990 375 | - | 171 831 274 |
| REVENUE FROM EXCHANGE TRANSACTIONS | | | | | | | |
| Interest Income | 5 149 971 | 1 741 418 | 4 213 890 | 2 332 037 | - | - | 13 437 316 |
| Rendering of Services | 10 937 909 | 23 714 242 | 117 764 691 | 8 521 305 | - | - | 160 938 147 |
| Other Income | 48 062 281 | 19 893 | 846 504 | 454 127 | 5 948 733 | (53 844 437) | 1 487 101 |
| **Total Revenue** | **118 131 947** | **52 238 531** | **153 156 465** | **64 072 224** | **13 939 108** | **(53 844 437)** | **347 693 838** |
| **EXPENDITURE** | | | | | | | |
| Employee and Employee Related Costs | 73 506 106 | 30 070 075 | 39 774 352 | 38 353 894 | 6 067 433 | - | 187 771 860 |
| Board Member Remuneration | 1 317 073 | - | - | - | - | - | 1 317 073 |
| Depreciation and Amortisation | 2 505 129 | 6 250 910 | 16 294 395 | 9 920 397 | - | ( 325) | 34 970 506 |
| Repairs and Maintenance | 4 065 468 | 1 508 606 | 8 577 949 | 4 061 346 | - | - | 18 213 369 |
| Data Licence fees | - | 2 231 576 | - | 1 593 | - | - | 2 233 169 |
| Grant Related Expenditure | - | 2 973 015 | - | 505 019 | - | - | 3 478 035 |
| Student Bursaries | - | - | - | 6 628 375 | - | - | 6 628 375 |
| Antenna Infrastructure Services | - | 1 535 250 | 3 270 641 | - | - | | 4 805 891 |
| Training Expenses | 1 840 136 | 623 745 | - | 261 113 | - | - | 2 724 994 |
| General Expenses | 39 922 447 | 26 143 833 | 68 162 067 | 19 952 585 | 1 036 641 | (53 844 437) | 101 373 136 |
| Net Losses on Foreign Exchange Transactions | 731 766 | 376 843 | ( 76 157) | ( 6 047) | - | - | 1 026 405 |
| Net Losses on Disposal of Property, Plant and Equipment | 37 076 | 456 155 | 154 833 | ( 82 856) | - | 118 930 | 684 138 |
| Impairment of Accounts Receivable | - | 79 173 | - | - | - | | 79 173 |
| **Total Expenditure** | **123 925 201** | **72 249 181** | **136 158 080** | **79 595 419** | **7 104 074** | **(53 725 831)** | **365 306 124** |
| **Surplus / (Deficit) for the year restated** | **(5 793 254)** | **(20 010 650)** | **16 998 385** | **(15 523 195)** | **6 835 034** | **( 118 605)** | **(17 612 285)** |

## 2.1 SEGMENTED FINANCIAL PERFORMANCE (CONTINUED)

| 2024 | Administration R | Earth Observation R | Space Operations R | Space Science R | Space Engineering R | Eliminations R | Total R |
|---|---|---|---|---|---|---|---|
| **ASSETS** | | | | | | | |
| Segment non-current assets | 326 636 424 | 22 244 977 | 94 434 184 | 76 293 884 | - | ( 118 605) | 519 490 863 |
| Segment current assets | 1 085 439 873 | 33 607 601 | 205 775 620 | 118 453 941 | 6 219 060 | (585 090 051) | 864 406 044 |
| **Total Segment assets** | **1 412 076 297** | **55 852 578** | **300 209 804** | **194 747 825** | **6 219 060** | **(585 208 656)** | **1 383 896 907** |
| **LIABILITIES** | | | | | | | |
| Segment current liabilities | 301 589 890 | 7 676 921 | (86 680 982) | (74 488 069) | (5 367 382) | 585 090 051 | 727 820 429 |
| **Total Segment Liabilities** | **301 589 890** | **7 676 921** | **(86 680 982)** | **(74 488 069)** | **(5 367 382)** | **585 090 051** | **727 820 429** |
| **Capital expenditure** | **472 812** | **954 463** | **8 455 413** | **13 391 703** | **-** | **( 330 000)** | **22 944 391** |
| **NON CASH ITEMS EXCLUDING DEPRECIATION AND AMORTISATION** | | | | | | | |
| Accrued expenses | 5 208 140 | 1 014 399 | 2 324 823 | 2 211 987 | 369 366 | - | 11 128 715 |
| Deferred revenue | - | 12 104 442 | 420 261 | 245 289 | - | - | 12 769 992 |

## 2.2 MEASUREMENT OF SEGMENT SURPLUS OR DEFICIT, ASSETS AND LIABILITIES

The accounting policies of the segments are the same as those described in the summary of the significant accounting policies.

## 2.3 INFORMATION ABOUT GEOGRAPHICAL AREAS

The majority of the entity's operations are in the Gauteng province, with one facility located in Hermanus in the Western Cape.

| REVENUE FROM NON-EXCHANGE TRANSACTIONS<br>GAUTENG PROVINCE | 2025<br>R | 2024<br>R |
|---|---|---|
| Administration | 52 523 583 | 53 981 786 |
| Earth Observation | 77 088 719 | 26 762 978 |
| Space Operations | 54 049 751 | 30 331 380 |
| Space Engineering | 28 403 607 | 7 990 375 |
| | **212 065 660** | **119 066 519** |
| WESTERN CAPE PROVINCE | | |
| Space Science | 45 886 629 | 52 764 755 |
| **Total Revenue from Non-exchange Transactions** | **257 952 289** | **171 831 274** |
| REVENUE FROM EXCHANGE TRANSACTIONS | | |
| GAUTENG PROVINCE | | |
| Administration | 81 116 903 | 64 150 161 |
| Earth Observation | 9 134 045 | 25 475 553 |
| Space Operations | 151 040 667 | 122 825 085 |
| Space Engineering | 7 937 728 | 5 948 733 |
| | **249 229 343** | **218 399 532** |
| WESTERN CAPE PROVINCE | | |
| Space Science | 15 750 090 | 11 307 469 |
| **Total Revenue from Exchange Transactions** | **264 979 433** | **229 707 001** |
| **Total Revenue** | **522 931 722** | **401 538 275** |

Total revenue amounted to R522 931 722 in the geographical areas before an elimination amount of inter-segment revenue of R86 466 652 (2024 total revenue amounted to R401 538 275 before the elimination amount of R53 725 832 pertaining to inter-segment revenue and asset transfers).

| SEGMENT EXPENDITURE<br>GAUTENG PROVINCE | | |
|---|---|---|
| Administration | 136 227 166 | 123 925 201 |
| Earth Observation | 117 605 417 | 72 249 181 |
| Space Operations | 184 175 791 | 136 158 080 |
| Space Engineering | 23 134 828 | 7 104 074 |
| | **461 143 202** | **339 436 536** |

## 2.3 INFORMATION ABOUT GEOGRAPHICAL AREAS (CONTINUED)

| WESTERN CAPE PROVINCE | 2025 R | 2024 R |
|---|---|---|
| Space Science | 88 171 155 | 79 595 419 |
| **Total Expenditure** | **549 314 357** | **419 031 955** |

The total expenditure amounted to R549 314 357 in the geographical areas before the elimination of inter-segment of expenditure R86 466 652 (2024 total expenditure amounted to R419 031 955 before the elimination of R53 725 832 pertaining to inter-segment expenditure and asset transfers).

### SEGMENT NON-CURRENT ASSETS

| GAUTENG PROVINCE | | |
|---|---|---|
| Administration | 10 418 155 | 326 636 424 |
| Earth Observation | 24 258 840 | 22 244 977 |
| Space Operations | 116 088 630 | 94 434 184 |
| Space Engineering | 307 676 191 | - |
| | **458 441 816** | **443 315 585** |

| WESTERN CAPE PROVINCE | | |
|---|---|---|
| Space Science | 73 541 820 | 76 293 884 |
| **Total Non-Current Assets** | **531 983 636** | **519 609 469** |

### SEGMENTCURRENT ASSETS

| GAUTENG PROVINCE | | |
|---|---|---|
| Administration | 653 320 225 | 701 295 957 |
| Earth Observation | 2 072 548 | 25 640 218 |
| Space Operations | 98 000 007 | 111 563 193 |
| Space Engineering | 19 546 939 | - |
| | **772 939 719** | **838 499 368** |

| WESTERN CAPE PROVINCE | | |
|---|---|---|
| Space Science | 9 292 452 | 25 906 675 |
| **Total Current Assets** | **782 232 171** | **864 406 043** |

## 3. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

**3.1** The South African National Space Agency presents its approved budget on a cash basis and the financial statements on an accrual basis.

**3.2** The approved budget covers the fiscal period from 1 April 2024 to 31 March 2025.The Statement of Comparison of Budget and Actual Amounts is prepared using actual amounts as reported on the statement of financial performance on a comparable basis to the original and/or revised budget. The original budget is approved together with the annual performance plan prior to the start of the financial year, whilst the revised budget is an adjustment to the budget six months after the financial year.The most significant changes between the original and revised budgets are the reduction in SIH funding and the inclusion of the approved surplus carried forward.

**3.3** The variance between the actual and budgeted values is explained as follows:

**3.3.1** The unfavourable variance of R107 247 253 relates mostly to the following:

### SATELLITE DEVELOPMENT PROGRAMME

The Satellite Development Programme had a brought forward balance of R1 270 255 from the 2023/24 financial year with R84 786 interest capitalised this year to date. The balance cannot be spent as the grant agreement has expired and SANSA will make a proposal in this regard.

### SATELLITE ASSEMBLY INTEGRATION AND TESTING FACILITIES

The Satellite Assembly Integration and Testing facilities project had a brought forward balance of R41 578 779 with R2 775 225 interest capitalised for this financial year to date. This amount together with Space Science and Technology (SST) grant funding received to date has been allocated to various projects, with the conclusion of grant funding agreements underway.

### EARTH OBSERVATION DATA CENTRE (EODC)

The balance brought forward from the previous financial years amounted to R841 085 with R56 138 interest capitalised this year to date. There has not been any spending to date due to high value equipment required to improve the status of the centre. More funds are required and SANSA will submit a proposal in this regard.

### SPACE INFRASTRUCTURE HUB (SIH)

The first tranche of the SIH funds was received at the end of 2023/2024 financial year. Spending amounted to R105 654 680 and was under budget by R54 387 892 due to delays in project implementation. Allocation to project components was as follows:

| SIH COMPONENTS | Actual R | Revised Budget R | Variance R |
|---|---|---|---|
| EO SAT -1 | 8 751 920 | 26 342 572 | 17 590 652 |
| Houwteq upgrade | 9 160 233 | 8 700 000 | (460 233) |
| Deep Space Network | 26 268 292 | 40 000 000 | 13 731 708 |
| Space Weather Centre | 4 824 129 | 8 000 000 | 3 175 871 |
| SAR Data Acquisition | 29 226 681 | 30 000 000 | 773 319 |
| NEOP Programme | 27 423 425 | 47 000 000 | 19 576 575 |
| **Total** | **105 654 680** | **160 042 572** | **54 387 892** |

## 3. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS (continued)

### SOUTH AFRICAN EARTH OBSERVATION SYSTEMS OF SYSTEMS (SAEOSS) PORTAL

The South African Earth Observation Systems of Systems (SAEOSS) Portal project has a brought forward balance of R 7 500 665 with R500 646 interest received this year to date. The SAEOSS portal agreement with SAEON was recently finalised in February 2025 for the development of the portal. An amount of R233 027 has been spent with the project expected to be concluded in the financial year 2025-26.

### HF RADAR

The HF Radar grant received from DSTI in the 2023/24 Financial year brought forward an amount of R 1 373 839 and interest of R40 748 was capitalised for this financial year to date. The full grant amount totalling R1 414 587 was spent in the 2024/25 Financial year and consists of travel expenses for employees attending the SuperDARN conference in China. Salaries paid to Marion Island engineers are also paid from the grant. Further funding of R2.3 million has been approved from the SST grant to be spent in 2025/26.

### THE EARTH OBSERVATION PUBLIC AWARENESS AND WORKSHOP

The Earth Observation Public Awareness and Workshop project has a brought forward balance of R321 340 with interest of R21 306 capitalised this year to date. To date an amount of R28 772 was spent on public engagement and awareness with more planned for the next financial year.

### IMPLEMENTATION OF THE INTRA AFRICA SPACE SCIENCE, TECHNOLOGY, AND INNOVATION PROGRAMME FOR SOUTH AFRICA

The Implementation of the Intra Africa Space Science, Technology, and Innovation Programme for South Africa project has a brought forward balance of R1 026 209 with interest of R64 500 received to date. The spending to date is R805 000 and the balance of R285 709 will be spent in the next financial year.

### TRAINING PROGRAMME FOR MUNICIPALITIES

The Municipality training project has a brought forward balance of R279 856 with interest of R18 679 received this year to date. Training has been completed and a request for repurposing of funds was submitted to the DSTI.

The project was specifically targeted for the District Development Model Champions, Planning and Development officials, Public Works and Basic services, Infrastructure or Technical Services, Community Services including disaster management, fire services, and spatial planning officials. There are three (3) provinces earmarked which included, Ngaka Modiri Molema District (Northwest), Waterberg District (Limpopo) and Ehlanzeni District (Mpumalanga).

### MATJIESFONTEIN

An amount of R78 925 905, funded by DSTI, was brought forward from the 2023/24 financial year and expenditure of R35 052 was realised. Interest amounting to R5 219 984 was capitalised this year to date. This grant funding will be spent after SIH allocation has been exhausted.

## 3. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS (continued)

### GEO YOUTH LEADERS

The DSTI grant to the value of R800 000 has been received for the implementation of GEO youth leaders' development and parallel endorsement in the Ministerial summit. The funds were used to transport and accommodate the selected during the GEO preparatory workshop in October 2023 and the attendance of the summit in November 2023. An amount of R200 000 was spent in the current year and the balance of R230 375 will be directed to youth development in consultation with the DSTI.

### SPACE WEATHER CENTRE

The operational Space Weather Centre grant funding consists of two grants being the establishment of the Space Weather Centre and the 24/7 operation of the Space Weather Centre. An amount of R202 631 was brought forward for the Space Weather establishment grant and the year-to-date expenditure against the commitments amounts to R176 187. The operational grant funding brought forward amounts to R278 601 consisting of interest earned on the grant. No additional funding has been received for the grant, however the DSTI has approved the utilisation of R7.7 million from the SST funds, in the 2025/26 financial year. Interest of R20 370 was capitalised against the amount brought forward.

### 3.3.2 RESEARCH GRANTS

The Research grants brought forward a balance of R6 957 575 from the 2023/24 Financial year of which R1 373 839 for the HF radar was transferred to a seperate grant. The Research Grants are mainly funded by the NRF but also includes funding from SAASTA, the European Union and Rhodes University. Most of the funding are multi-year awards. An amount of R2 749 189 has been received from the NRF, Rhodes University and SAASTA. For the current financial year an amount of R4 985 445 has been spent on attending research events and engineering salaries. Expenditure was below budget by R1 823 502. In July 2024 students participated in the International Space Weather camp taking place in America and Germany and the grant provided by the NRF paid for travel and accommodation. As part of the NRF 2024 Calendar year end processes which involves submitting annual reports for each grant holder on the NRF Connect online system, a carry forward amount of R1 339 426 was refunded to the NRF for unspent funding to enable approval and claim of funds for the 2025 NRF calendar year.

### POSTGRADUATE STUDENT BURSARY PROGRAMME

The postgraduate Student Bursary Programme has brought forward an amount of R 4 057 726 for the 2024/25 Financial year. An amount of R6 225 627 was paid out to students during the 2024/25 financial year, for the 2024 and 2025 academic years. Further grant funding of R6 000 000 was received in December 2024 from the DSTI for the 2025 academic year. Interest of R140 326 was capitalised. Expenditure was below budget by R774 373.

**3.3.3** The public sector revenue amount to R27 930 060 and is under budget by R1 728 892. The Earth Observation programme is under budget with R2 072 995 and the Space Science is under budget by R846 674 due to ad hoc activities that will be concluded in 2025/26.

**3.3.4** The total amount declared for private sector revenue for the year ending 31 March 2025 was R7 538 583. The amount exceeded budget by R471 110 with the major contributors being more compass calibration services delivered at Space Science than anticipated and the charges by Space Operation for electricity usage.

## 3. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS (continued)

**3.3.6** Other income exceeded budget by R1 897 183 mainly due to the interest earned on positive bank balances.

**3.3.7** Employee costs amounted to R199 804 686 were below budget by R19 598 506 which is due to vacancies.

**3.3.8** Repairs and Maintenance amounted to R17 571 163 and was below budget with R4 548 590. Savings were recorded under Hartebeesthoek and Hermanus site due to delayed maintenance in light of cash constraints and austerity measures.

**3.3.9** The data licence fees amounted to R45 924 303 with a negative budget variance of R13 229 286. The major cost of data of R30 million is for the SAR acquisition funded from SIH.

**3.3.10** Grant related expenditure were over budget by R8 521 667 due to the Earth Observation's NEO Frontier project where expenses were accelerated towards the end of the financial year.

**3.3.11** The direct costs include antenna infrastructure services which amounted to R14 208 351 and were in line with budget.

**3.3.12** Training Expenses had a favourable variance of R4 724 600 due to most of the training taking place virtually.

**3.3.13** Other operational expenses were under budget with R51 793 131 after the budget was revised which is mainly due to cost containment and the following:

The positive budget variance on Advertising and promotions of R2 971 003 is due to projects initiated by Communications which has been committed at the end of the financial year for multi-year initiatives.

The positive variance on Consulting Fees of R22 191 089 is mainly due to postponement of HR related projects estimated at R7m and R12m relating to the conversion of images from analogue to digital, due to cash constraints and austerity measures.

The favourable variance of R2 848 546 for electricity and R1 485 810 for Fuel and Oil are due to savings on having no load shedding and the delayed implementation of the MTJ project.

The favourable budget variance on Other General Expenses is due to additional funding made available from surplus and commitments carried forward for HR initiatives, research activities, recruitment which were deferred.

Security costs amounted to R4 148 772 with a positive variance of R2 304 586 due to the security at the Matjiesfontein premises not activated yet.

Travel had a favourable budget variance of R13 242 386. Spending has been restrained due to the implementation of cost containment

**3.3.14** Plant and Machinery had a favourable variance of R37 795 679 due to MTJ fencing, antenna and solar panels deferred to 2025/26.

**3.3.15** Software and Intangible had a favourable variance of R26 469 976 due delays in development of support tools under SIH.

**3.3.16** Acquisition of motor vehicles amounted to R4 081 790 and was in line with budget.

## 3. STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS (continued)

**3.3.17** The building had a favourable variance of R3 251 287 due delays to project implementation for Matjiesfontein.

**3.3.18** Office Equipment had an unfavourable variance of R783 969 due to the installation of the Building Management Services Systems.

**3.3.19** Furniture and Fittings had a favourable variance of R345 942 due to procurement that took place for new office space at Pretoria.

**3.3.20** Computer Equipment had a favourable variance of R15 811 312 as a result of savings on expansion of EO storage and processing server.

**3.3.21** Satellite Development has favourable variance of R27 612 827 due to delays in several component of the satellite development programme.

**3.3.22** The Infrastructure had an unfavourable variance of R14 824 920 resulting from the Matjiesfontein internet connectivity and Hartebeesthoek road projects.

**3.3.23** Reconciliation between the Deficit for the year and the Cash Surplus as per the Statement of Comparison of Budget and Actual Amounts

| | 2025 R | 2024 R |
|---|---|---|
| **Deficit for the year** | **(26 382 635)** | **(16 783 973)** |
| Prior year Surplus Brought Forward | 86 445 492 | 78 453 114 |
| Depreciation | 40 712 028 | 34 970 506 |
| Impairment of Receivables | 447 634 | 79 173 |
| Impairment Reversal of Accounts Receivable | ( 68 422) | |
| Payments for Capital Assets | (74 006 581) | (22 944 391) |
| **Cash Surplus** | **27 147 516** | **73 774 429** |

## 4. CASH AND CASH EQUIVALENTS

| | | |
|---|---|---|
| Cash and Cash Equivalents | 690 871 371 | 816 696 421 |
| **Total Cash and Cash Equivalents** | **690 871 371** | **816 696 421** |

### 4.1 ANALYSIS OF CASH AND CASH EQUIVALENTS BALANCE

| | | |
|---|---|---|
| Cash in Bank for operational requirements (1) | 42 911 766 | 131 296 233 |
| **Cash in Bank held for Conditional Grants (3)** | **647 951 901** | **685 396 896** |
| Cash in main account (2) | 2 533 828 | 11 567 172 |
| Cash in ring-fenced grants account | 645 418 073 | 673 829 724 |
| **Total Cash in Bank Accounts** | **690 863 667** | **816 693 129** |

## 4. CASH AND CASH EQUIVALENTS (continued)

| | 2025 R | 2024 R |
|---|---|---|
| **4.2 CASH ON HAND** | | |
| Cash on hand | 7 704 | 3 292 |
| **Total Cash on Hand** | **7 704** | **3 292** |
| **Total Cash and Cash equivalents** | **690 871 371** | **816 696 421** |

(1) Cash held for operational requirements represents cash to be utilised to settle trade and other payables, provisions and commitments when the obligations are due.

(2) Cash held in the SANSA main account, Ring fenced grants are received through the main account, R2 533 828 million (2024: R11 567 million) was earmarked for transferred to the ring fenced account at year end.

(3) Cash in the bank held for committed conditional grants detailed in Note 11.

## 5. RECEIVABLES FROM EXCHANGE TRANSACTIONS

### CURRENT

| | | |
|---|---|---|
| Trade receivables | 61 202 515 | 37 470 524 |
| Other receivables | 27 238 387 | 7 624 310 |
| | **88 440 902** | **45 094 834** |

### NON-CURRENT

| | | |
|---|---|---|
| Other receivables | 30 603 007 | 50 149 946 |
| | **30 603 007** | **50 149 946** |
| **Total** | **119 043 909** | **95 244 780** |

### 5.1 TRADE RECEIVABLES

| AS AT 31 MARCH 2025 | Gross R | Allowance for Impairment R | Net R |
|---|---|---|---|
| Trade debtors | 70 102 766 | (8 900 252) | 61 202 514 |
| **Total** | **70 102 766** | **(8 900 252)** | **61 202 514** |

| AS AT 31 MARCH 2024 | | | |
|---|---|---|---|
| Trade debtors | 45 707 029 | (8 236 505) | 37 470 524 |
| **Total** | **45 707 029** | **(8 236 505)** | **37 470 524** |

| 5. RECEIVABLES FROM EXCHANGE TRANSACTIONS (continued) | 2025 R | 2024 R |
|---|---|---|

### 5.1.1 AGEING OF TRADE RECEIVABLES

| CURRENT | | |
|---|---|---|
| 0 - 30 days | 36 017 940 | 25 841 209 |
| **PAST DUE:** | | |
| 31 - 60 Days | 18 135 070 | 9 266 818 |
| 61 - 90 Days | 114 733 | 733 311 |
| 91 - 120 days | 15 835 023 | 9 865 691 |
| **Total** | **70 102 766** | **45 707 029** |

### 5.1.2 RECONCILIATION FOR THE ALLOWANCE OF IMPAIRMENT

| IMPAIRMENT RECONCILIATION | | |
|---|---|---|
| Opening balance | (8 236 505) | (8 441 867) |
| Exchange rate differences | - | - |
| Impairment allowance for the year | ( 447 634) | ( 79 173) |
| Reversal of bad debt | ( 284 535) | - |
| Reversal of impairment allowance | 68 422 | 284 535 |
| **Closing balance** | **(8 900 252)** | **(8 236 505)** |

In determining the ability to recover debtors, the allowance for impairment of trade receivables has been made for debtors balances outstanding for longer than their normal payment terms. The impairment allowance was increased with an amount of R447 634.The impairment allowance mainly comprises the provision of R8 392 374 due from Statistics South Africa.

### 5.1.3 TRADE RECEIVABLES - FULLY PERFORMING

Trade receivables at the end of the year have been assessed for impairment, the outcome of which indicated that they are recoverable. The carrying amounts of fully performing financial assets included in trade and receivables at year-end are:

| | | |
|---|---|---|
| Trade customers - current | 36 017 940 | 25 841 209 |

## 5. RECEIVABLES FROM EXCHANGE TRANSACTIONS (continued)

| | 2025 R | 2024 R |
|---|---|---|
| **5.1.4 TRADE RECEIVABLES - PAST DUE AND NOT IMPAIRED** | | |
| Trade receivables that are outside their normal payment terms are considered to be a range of 30 to 60 days past due, depending on customers terms. The following represents an analysis of the past due financial assets that are past due but not impaired as these customers paid subsequent to year end: | | |
| Trade customers - past due | 34 084 826 | 19 865 820 |
| Allowance for Impairment | (8 900 252) | (8 236 505) |
| **Trade customers - past due and not impaired** | **25 184 574** | **11 629 315** |
| Receivables from local debtors | 21 519 264 | 13 868 584 |
| Receivables from foreign debtors | 48 583 502 | 31 838 445 |
| **Total Trade Debtors** | **70 102 766** | **45 707 029** |
| PAST DUE: | | |
| 31 - 60 Days | 18 135 070 | 9 266 818 |
| 61 - 90 Days | 114 733 | 733 311 |
| 91 - 120 Days | 15 835 023 | 9 865 691 |
| **Total** | **34 084 826** | **19 865 820** |

### 5.2 OTHER RECEIVABLES

| AS AT 31 MARCH 2025 | Gross R | Allowance for Impairment R | Net R |
|---|---|---|---|
| Prepaid expenses (1) | 52 304 134 | - | 52 304 134 |
| Deposits (2) | 4 077 227 | - | 4 077 227 |
| Other Debtors | 1 460 034 | ( 163 100) | 1 296 934 |
| **Total** | **57 841 394** | **( 163 100)** | **57 678 295** |
| **AS AT 31 MARCH 2024** | | | |
| Prepaid expenses (1) | 54 360 068 | - | 54 360 068 |
| Deposits (2) | 3 337 945 | - | 3 337 945 |
| Other Debtors | 76 243 | - | 76 243 |
| **Total** | **57 774 256** | **-** | **57 774 256** |

(1) Prepaid expenses consist of advance payments on projects with such contractual arrangements. Prepayments amounting to R50 149 946 arose due to EO SAT-1 Satellite development contracts between SANSA and Denel Dynamics, a division of Denel SOC Ltd (""Denel""), that expired by 31 March 2019. In prior years, the prepayments were included in work in progress under property plant and equipment, as part of cumulative project costs under capital work in progress. Considering that the contracts were note extended and that prepayments carry a different risk profile to satellite development costs, the prepayments have been reclassified to receivables. In July 2025, Denel and SANSA have concluded a repayment agreement in terms of which the prepayments will be recovered by SANSA through deduction from invoices to be issued by Denel under a new contract for the completion of the EO SAT-1 satellite development project.

(2) Deposits are in respect of office premises and utilities as per the contractual requirements and are recoverable at the end of the contract term.

## 5. RECEIVABLES FROM EXCHANGE TRANSACTIONS (continued)

### 5.3 CREDIT QUALITY OF TRADE AND OTHER RECEIVABLES

Trade receivables consist of local customers from the public sector and international customers mainly from the US and Europe that are in the space industry. Trade receivables are non-interest bearing and general collection terms are 30 - 60 day collection terms. The maximum exposure to credit risk at the reporting date is the gross amount of trade receivables

Other receivables consist of deposits paid to suppliers. Other receivables are non-interest bearing and their recovery is based on contractual arrangements with specific suppliers, such as delivery of services or the end of a contractual arrangement where an upfront deposit is required. The maximum exposure to credit risk at the reporting date is the carrying amount of other receivables.

Any allowance for impairment on trade and other receivables exists predominantly due to the possibility that these debts will not be recovered. Management assesses these debtors per directorate grouping where the customer shows signs of none recoverability. The debtors are disclosed as an allowance for impairment under trade customers.

### 5.4 CLASSIFICATION OF FINANCIAL ASSETS

The Financial Assets of the entity are classified as follows:

| | | Carrying amount | |
|---|---|---|---|
| FINANCIAL ASSETS | Classification | 2025 R | 2024 R |
| CASH AND CASH EQUIVALENTS | | | |
| Cash and cash equivalents | At amortised cost | 690 871 371 | 816 696 421 |
| **Trade and other receivables** | | **88 440 902** | **45 094 834** |
| Trade debtors | At amortised cost | 61 202 515 | 37 470 524 |
| Other Receivables | At amortised cost | 27 238 387 | 7 624 310 |
| **Other receivables include the following financial assets:** | | **5 374 161** | **3 414 188** |
| Deposits | At amortised cost | 4 077 227 | 3 337 945 |
| Other Debtors | At amortised cost | 1 296 934 | 76 243 |

## 6. INVENTORY

| | 2025 R | 2024 R |
|---|---|---|
| Fuel | 541 036 | 1 105 149 |
| Spare Parts | 2 378 861 | 1 509 640 |
| **Total Inventory** | **2 919 897** | **2 614 789** |

There was no provision for obsolescence provided at year end.

There were no inventories pledged as securities for liabilities

### INVENTORIES RECOGNISED AS AN EXPENSE

| | | |
|---|---|---|
| Fuel | 1 798 417 | 5 705 343 |
| Spare parts | - | - |

## 7. PROPERTY PLANT AND EQUIPMENT

| 31 MARCH 2025 | Land R | Leasehold Improvements R | Buildings R | Plant and Machinery R | Research Equipment R | Motor Vehicles R | Office Equipment R | Office Furniture R | Computer Equipment R | Exhibits R | Laboratory equipment R | Infrastructure R | Total R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Carrying values at 01 April 2024** | **37 687 011** | **273 808** | **44 274 730** | **316 866 610** | **2 160 873** | **5 975 714** | **1 686 934** | **3 105 529** | **42 691 611** | **302 198** | **1 128 084** | **359 623** | **456 512 725** |
| Cost - Completed assets | 37 687 011 | 1 907 856 | 52 162 655 | 156 563 434 | 26 008 295 | 10 980 133 | 6 915 766 | 9 426 449 | 86 783 500 | 1 861 617 | 5 310 225 | 361 152 | 395 968 093 |
| Cost - Capital under construction | - | 236 880 | - | 266 080 313 | - | - | - | - | 7 145 878 | - | - | - | 273 463 071 |
| Accumulated depreciation | - | (1 870 928) | (7 887 925) | (105 777 137) | (23 847 422) | (5 004 419) | (5 228 832) | (6 320 920) | (51 237 767) | (1 559 419) | (4 182 141) | ( 1 529) | (212 918 439) |
| **Acquisitions** | **-** | **-** | **61 574** | **11 966 381** | **3 148 170** | **4 081 790** | **857 120** | **1 217 111** | **15 902 357** | **187 220** | **555 914** | **34 824 920** | **72 802 557** |
| Acquisitions at cost | - | - | 61 574 | 3 214 461 | 3 148 170 | 4 081 790 | 857 120 | 1 217 111 | 15 080 563 | 187 220 | 555 914 | 363 204 | 28 767 127 |
| Capital under Construction - Additions | - | - | - | 8 751 920 | - | - | - | - | 821 794 | - | - | 34 461 715 | 44 035 430 |
| **Depreciation** | | **( 11 729)** | **(2 320 533)** | **(14 522 646)** | **(1 414 312)** | **(1 710 440)** | **( 660 115)** | **(1 268 086)** | **(14 887 408)** | **( 170 564)** | **( 713 566)** | **( 70 964)** | **(37 750 361)** |
| **Transfers** | **-** | **-** | **1 199 329** | **204 796** | **45 086** | | **-** | **-** | **(4 685 124)** | **-** | **-** | **831 111** | **(2 404 802)** |
| Cost - Completed assets | - | - | 1 199 329 | 204 796 | 45 086 | - | - | - | 2 416 536 | - | - | 9 024 535 | 12 890 282 |
| Cost - Capital under construction | - | - | - | - | - | - | - | - | (7 101 660) | - | - | (8 193 423) | (15 295 084) |
| Accumulated impairment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Accumulated depreciation | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Carrying value of Disposals:** | **-** | **( 262 079)** | **-** | **( 11 143)** | **( 363)** | **( 531 301)** | **( 4 089)** | **( 8 656)** | **( 450 767)** | **-** | **( 1 104)** | **-** | **(1 269 504)** |
| Disposals at cost | - | (2 144 736) | - | ( 60 256) | ( 38 310) | (1 526 531) | ( 291 272) | ( 179 796) | (1 938 400) | - | ( 18 255) | - | (6 197 556) |
| Accumulated Depreciation | - | 1 882 657 | - | 49 113 | 37 947 | 995 229 | 287 183 | 171 140 | 1 487 633 | - | 17 151 | - | 4 928 052 |
| **Carrying values at 31 March 2025** | **37 687 011** | **-** | **43 215 100** | **314 503 998** | **3 939 454** | **7 815 763** | **1 879 850** | **3 045 898** | **38 617 627** | **318 854** | **969 328** | **35 944 690** | **487 937 573** |
| Cost - Completed assets | 37 687 011 | - | 53 423 558 | 159 922 435 | 29 163 241 | 13 195 104 | 7 481 614 | 10 463 764 | 102 342 199 | 2 048 837 | 5 847 884 | 9 748 891 | 431 324 538 |
| Cost - Capital under construction | - | - | - | 274 832 233 | - | - | | - | 866 012 | - | - | 26 268 292 | 301 966 537 |
| Accumulated depreciation | - | - | (10 208 458) | (120 250 670) | (25 223 787) | (5 379 341) | (5 601 764) | (7 417 866) | (64 590 584) | (1 729 983) | (4 878 556) | ( 72 493) | (245 353 502) |

## 7. PROPERTY PLANT AND EQUIPMENT (continued)

| 31 MARCH 2024 | Land R | Leasehold Improvements R | Buildings R | Plant and Machinery R | Research Equipment R | Motor Vehicles R | Office Equipment R | Office Furniture R | Computer Equipment R | Exhibits R | Laboratory equipment R | Infrastructure R | Total R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **Carrying values at 01 April 2023** | **37 687 011** | **297 227** | **44 143 740** | **375 064 885** | **3 306 821** | **4 187 007** | **1 878 613** | **3 413 990** | **44 933 031** | **479 879** | **1 142 632** | **-** | **516 534 836** |
| Cost - Completed assets | 37 687 011 | 1 907 856 | 44 938 852 | 150 821 532 | 25 853 797 | 8 698 014 | 6 771 094 | 8 954 184 | 85 161 621 | 1 861 617 | 4 728 423 | - | 377 384 001 |
| Cost - Capital under construction | - | 236 880 | 4 842 594 | 316 230 259 | - | - | - | - | 4 066 249 | - | - | - | 325 375 982 |
| Accumulated depreciation | - | (1 847 509) | (5 637 706) | (91 986 906) | (22 546 976) | (4 511 007) | (4 892 481) | (5 540 194) | (44 294 839) | (1 381 738) | (3 585 791) | - | (186 225 147) |
| **Acquisitions** | **-** | | **2 381 209** | **5 838 954** | **161 698** | **2 400 884** | **228 916** | **670 502** | **10 165 176** | | **581 802** | **361 152** | **22 790 291** |
| Acquisitions at cost | | | 1 793 022 | 5 838 954 | 161 698 | 2 400 884 | 228 916 | 670 502 | 7 085 547 | | 581 802 | 361 152 | 19 122 476 |
| Capital under Construction - Additions | - | | 588 187 | | - | | | | 3 079 629 | | | - | 3 667 816 |
| **Reclassification** | **-** | **-** | **-** | **(50 149 946)** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | | **(50 149 946)** |
| Reclassification | - | - | - | (50 149 946) | - | - | - | - | - | - | - | - | (50 149 946) |
| **Depreciation** | **-** | **( 23 419)** | **(2 250 219)** | **(13 842 321)** | **(1 306 880)** | **( 576 509)** | **( 414 712)** | **( 949 995)** | **(11 817 677)** | **( 177 681)** | **( 596 350)** | **( 1 529)** | **(31 957 292)** |
| Depreciation | - | ( 23 419) | (2 250 219) | (13 842 321) | (1 306 880) | ( 576 509) | ( 414 712) | ( 949 995) | (11 817 677) | ( 177 681) | ( 596 350) | ( 1 529) | (31 957 292) |
| Restatement | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Transfers** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** | **-** |
| Cost - Completed assets | - | - | 5 430 781 | | | | | | | - | - | - | 5 430 781 |
| Cost - Capital under construction | - | - | (5 430 781) | - | - | - | - | - | | - | - | - | (5 430 781) |
| Accumulated impairment | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Accumulated depreciation | - | - | - | - | - | - | - | - | - | - | - | - | - |
| **Carrying value of Disposals:** | **-** | **-** | **-** | **( 44 962)** | **( 766)** | **( 35 668)** | **( 5 883)** | **( 28 968)** | **( 588 919)** | **-** | **-** | **-** | **( 705 166)** |
| Cost - Completed assets | - | - | - | ( 97 052) | ( 7 200) | ( 118 765) | ( 84 244) | ( 198 237) | (5 463 668) | - | - | - | (5 969 165) |
| Accumulated depreciation | - | - | - | 52 090 | 6 434 | 83 097 | 78 361 | 169 269 | 4 874 749 | - | - | - | 5 264 000 |
| **Carrying values at 31 March 2024** | **37 687 011** | **273 808** | **44 274 730** | **316 866 610** | **2 160 873** | **5 975 714** | **1 686 934** | **3 105 529** | **42 691 611** | **302 198** | **1 128 084** | **359 623** | **456 512 725** |
| Cost - Completed assets | 37 687 011 | 1 907 856 | 52 162 655 | 156 563 434 | 26 008 295 | 10 980 133 | 6 915 766 | 9 426 449 | 86 783 500 | 1 861 617 | 5 310 225 | 361 152 | 395 968 093 |
| Cost - Capital under construction | - | 236 880 | | 266 080 313 | - | - | - | - | 7 145 878 | - | | - | 273 463 071 |
| Accumulated depreciation | - | (1 870 928) | (7 887 925) | (105 777 137) | (23 847 422) | (5 004 419) | (5 228 832) | (6 320 920) | (51 237 767) | (1 559 419) | (4 182 141) | ( 1 529) | (212 918 439) |

## 7. PROPERTY PLANT AND EQUIPMENT (continued)

### 7.1 REPAIRS AND MAINTENANCE

| | Buildings R | Computer Software R | Plant and Machinery R | Research equipment R | Vehicles R | Office equipment R | Furniture and fittings R | Computer equipment R | Laboratory equipment R | Exhibits R | Infrastructure PPE R | Total R |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2025 | 7 715 070 | 3 113 605 | 3 949 573 | 353 086 | 311 074 | 9 347 | 128 788 | 1 277 837 | 712 782 | - | - | 17 571 162 |
| 2024 | 5 079 400 | 6 078 802 | 4 924 605 | 428 113 | 423 135 | 15 052 | 308 224 | 484 183 | 471 856 | - | - | 18 213 370 |

### 7.2 WORK IN PROGRESS

| | 2025 R | 2024 R |
|---|---|---|
| Work in progress consists of: | - | 236 880 |
| Leasehold Improvements (Earth Observation Offices - Innovation Hub) | 866 012 | 7 145 878 |
| Computer Equipment - (TECHNOSTRAT - Space Engineering Server) | 274 832 233 | 266 080 313 |
| Plant and Machinery (Satellite Development) (1) | 26 268 292 | - |
| **Infrastructure (Civil Design Matjiesfontein & Fibre Connectivity HBK)** | **301 966 537** | **273 463 071** |

#### IMPAIRMENT ASSESSMENT ON SATELLITE DEVELOPMENT PROJECT

(1) The Satellite Development Project was previously halted due to lack of funding. Funding has subsequently been availed for the completion of the Satellite Development Programme, under the Space Infrastructure Hub project, where the first tranche of project funding was received in March 2024.

### 7.3 LAND

| | | |
|---|---|---|
| Recognition of Land as at 31 March | 37 687 011 | 37 687 011 |

#### KEY JUDGEMENTS AND ASSUMPTIONS

During the establishment of SANSA in 2010, the Hartebeesthoek facility was acquired from the CSIR through a business transfer agreement. The transfer included the perpetual right of use of the farm at Hartebeesthoek which is legally registered under the National Government. In applying iGRAP 18 on Recognition and Derecognition of Land, the standard directs that an entity should assess whether there are indicators of control of land such as legal ownership and/or right to direct access to land and to restrict and deny others of access to land. In applying this principle, SANSA had uninterrupted use of the farm and controls the economic activity on the land through the Space Operations programme. The facility is also a National Key point and SANSA has the right to grant or deny access to the premises, therefore a conclusion was reached to recognise the value of the land as an asset.

To determine the cost of the land for recognition in Property, Plant and Equipment, a valuation of the land was performed by Marsh Risk Consulting in March 2020 and the aggregated value of R36 300 000 as at 31 March 2020 was obtained. The valuation assessment was discounted to a value for recognition on 1 April 2019.

## 7. PROPERTY PLANT AND EQUIPMENT (continued)

### DETAILS OF PROPERTY DESCRIPTION AND REGISTERED OWNER

| | |
|---|---|
| **Property Description** | Remaining Extent of the Farm Hartebeesthoek No. 502, |
| **Registration Division** | JQ, Province of Gauteng |
| **Title Deed Number** | T7347/1948 |
| **Registered Owner** | National Government of the Republic of South Africa |
| **Extent** | 434.8105Ha |

| | |
|---|---|
| **Property Description** | Portion 1 the Farm Hartebeesthoek No. 502, Registration |
| **Registration Division** | JQ, Province of Gauteng |
| **Title Deed Number** | T29540/1962 |
| **Registered Owner** | Republiek van Suid-Afrika |
| **Extent** | 485.4252Ha |

| | |
|---|---|
| **Property Description** | Portion 2 of the Farm Hartebeesthoek No. 502, |
| **Registration Division** | JQ, Province of Gauteng |
| **Title Deed Number** | T850/1961 |
| **Registered Owner** | National Government of the Republic of South Africa |
| **Extent** | 719.4869Ha |

| | |
|---|---|
| **Property Description** | Portion 3 of the Farm Hartebeesthoek No. 502, |
| **Registration Division** | JQ, Province of Gauteng |
| **Title Deed Number** | T29441/1962 |
| **Registered Owner** | National Government of the Republic of South Africa |
| **Extent** | 1,104.4931Ha |

### 7.4 INSURANCE PAYOUTS RECEIVED

| | 2025 R | 2024 R |
|---|---|---|
| Insurance Payouts received | 185 190 | 121 480 |

During the year a total amount of R185 190 (2024 :R121 480) was received as insurance pay out for assets that were either damaged or stolen as follows:

| | | |
|---|---|---|
| Computer Equipment | 185 190 | 121 480 |
| **Total** | **185 190** | **121 480** |

### 7.5 CHANGE IN ESTIMATE

In terms of GRAP 17 and GRAP 31 requirements, the useful lives of all assets were assessed which resulted in a change of the expected usage of some of the assets in most of the asset classes. The remaining useful life expectations of some asset items differed from previous estimates. This resulted in a revision of some of the previous estimates which was accounted for as a change in accounting estimate. The effect of this revision is a decrease in the depreciation charges for the current period of R4 496 738.

## 7. PROPERTY PLANT AND EQUIPMENT (continued)

Changes were made to the estimates of the expected useful lives of assets during the year. Extensions ranged between 1 and 3 years and the impact is detailed below:

| ASSET CATEGORY AND USEFUL LIFE EXTENSIONS | Value derived using the original estimate R | Value derived using amended estimate R | Value impact of change in estimate R |
|---|---|---|---|
| Computer Equipment | 2 880 754 | 1 362 198 | 1 518 556 |
| Computer Software | 1 124 723 | 704 827 | 419 896 |
| Exhibits | 146 236 | 74 050 | 72 186 |
| Laboratory Equipment | 575 868 | 281 301 | 294 567 |
| Office Equipment | 243 136 | 98 043 | 145 094 |
| Office Furniture | 221 608 | 104 690 | 116 918 |
| Plant and Machinery | 1 567 092 | 455 121 | 1 111 971 |
| Research Equipment | 1 158 184 | 570 013 | 588 171 |
| Motor vehicles | 495 521 | 266 143 | 229 378 |
| | **8 413 123** | **3 916 385** | **4 496 738** |

## 8. INTANGIBLE ASSETS

| | 2025 R | 2024 R |
|---|---|---|
| At cost less accumulated amortisation and accumulated impairment losses. | 13 443 055 | 12 828 193 |

### 8.1 RECONCILIATION OF CARRYING VALUE OF INTANGIBLE ASSETS

| 31 MARCH 2025 | Intellectual Property R | Computer Software R | Total R |
|---|---|---|---|
| **Carrying values at 01 April 2024** | **40 308** | **12 787 885** | **12 828 193** |
| Cost - Completed assets | 2 822 660 | 52 300 226 | 55 122 886 |
| Cost - Work in progress | - | - | - |
| Accumulated impairment | (1 440 000) | - | (1 440 000) |
| Accumulated amortisation | (1 342 352) | (39 512 341) | (40 854 693) |
| **Acquisitions** | **-** | **1 204 024** | **1 204 024** |
| Cost - Completed assets | - | 156 359 | 156 359 |
| Cost - Work in progress | - | 1 047 665 | 1 047 665 |
| **Impairment** | **-** | **-** | **-** |
| **Amortisation** | **( 1 604)** | **(2 960 390)** | **(2 961 994)** |
| **Transfers** | **-** | **2 404 802** | **2 404 802** |
| Cost - Completed assets | - | 2 404 802 | 2 404 802 |
| Cost - Capital under construction | - | - | - |
| Accumulated impairment | - | - | - |
| Accumulated depreciation | - | - | - |

## 8. INTANGIBLE ASSETS (continued)

| 31 MARCH 2025 | Intellectual Property R | Computer Software R | Total R |
|---|---|---|---|
| **Disposals** | **-** | **( 31 969)** | **( 31 969)** |
| Cost - Completed assets | - | ( 929 527) | ( 929 527) |
| Cost - Work in progress | - | - | - |
| Accumulated amortisation | - | 897 558 | 897 558 |
| **Carrying values at 31 March 2025** | **38 704** | **13 404 352** | **13 443 056** |
| Cost - Completed assets | 2 822 660 | 53 931 860 | 56 754 520 |
| Cost - Work in progress | - | 1 047 665 | 1 047 665 |
| Accumulated impairment | (1 440 000) | - | (1 440 000) |
| Accumulated amortisation | (1 343 956) | (41 575 173) | (42 919 129) |
| **31 MARCH 2024** | | | |
| **Carrying values at 01 April 2023** | **59 560** | **15 628 465** | **15 688 025** |
| Cost - Completed assets | 2 822 660 | 52 225 562 | 55 048 222 |
| Cost - Work in progress | - | - | - |
| Accumulated impairment | (1 440 000) | - | (1 440 000) |
| Accumulated amortisation | (1 323 100) | (36 597 097) | (37 920 197) |
| **Acquisitions** | **-** | **154 100** | **154 100** |
| Cost - Completed assets | - | 154 100 | 154 100 |
| Cost - Work in progress | - | - | - |
| **Amortisation** | **( 19 252)** | **(2 993 926)** | **(3 013 178)** |
| **Transfers** | **-** | **-** | **-** |
| Cost - Completed assets | - | - | - |
| Cost - Capital under construction | - | - | - |
| Accumulated impairment | - | - | |
| Accumulated depreciation | | | |
| **Disposals** | **-** | **( 753)** | **( 753)** |
| Cost - Completed assets | - | ( 79 435) | ( 79 435) |
| Accumulated amortisation | - | 78 682 | 78 682 |
| **Carrying values at 31 March 2024** | **40 308** | **12 787 885** | **12 828 193** |
| Cost - Completed assets | 2 822 660 | 52 300 226 | 55 122 886 |
| Cost - Work in progress | - | - | - |
| Accumulated impairment | (1 440 000) | - | (1 440 000) |
| Accumulated amortisation | (1 342 352) | (39 512 341) | (40 854 693) |

## 9. TRADE AND OTHER PAYABLES

| | 2025 R | 2024 R |
|---|---|---|
| Trade creditors | 12 609 931 | 4 701 086 |
| Other creditors | 638 245 | 1 435 765 |
| Income received in advance (1) | 3 051 503 | 12 769 992 |
| Accrued expenses | 11 410 806 | 2 824 693 |
| Accrued leave (2) | 9 295 413 | 8 074 088 |
| Accrual for 13th cheque savings | 281 444 | 229 934 |
| **Total Creditors** | **37 287 341** | **30 035 557** |

(1) Income received in advance consists of prepayments from customers of R3m (2024: R13m).

(2) Leave accrues to employees on a monthly basis, based on their contract of employment. The accrual is an estimate of the amount due at the reporting date. Employees may not accumulate more than 25 leave days

### 9.1 CLASSIFICATION OF FINANCIAL LIABILITIES

The Financial Liabilities of the entity is classified as follows:

| | | Amount | |
|---|---|---|---|
| | | 2025 | 2024 |
| **Financial Liabilities** | **Classification** | **R** | **R** |
| **Trade and other payables** | | | |
| Trade creditors | At amortised cost | 12 609 931 | 4 701 086 |
| Other creditors | At amortised cost | 638 245 | 1 435 765 |
| Accrued expenses | At amortised cost | 11 410 806 | 11 128 716 |

## 10. PROVISIONS

| | 2025 R | 2024 R |
|---|---|---|
| Performance bonus provision | 13 452 871 | 12 067 779 |
| **Total Provisions** | **13 452 871** | **12 067 779** |

### 10.1 RECONCILIATION OF MOVEMENT IN PROVISIONS

| | | |
|---|---|---|
| Balance at beginning of year | 12 067 779 | 11 886 425 |
| Performance bonus pay out for 2023/24 | (11 758 643) | (10 904 674) |
| Unutilised bonus provision | ( 309 136) | ( 981 751) |
| Provision for 2024/25 | 13 452 871 | 12 067 779 |
| **Balance at end of year** | **13 452 871** | **12 067 779** |

The bonus provision represents the estimated liability in respect of performance bonuses payable to employees based on one month of salary for eligible employees and period of service of eligible employees. The final bonus amount is further calculated based on the individual performance of the employees for the financial year ending 31 March 2025. The bonus is not guaranteed and is subject to budget availability, the agency's performance during the financial year and the discretion of the Board.

## 11. CONDITIONAL GRANTS

| | 2025 R | 2024 R |
|---|---|---|
| Transfer payment from executive authority | 546 996 650 | 599 448 844 |
| Transfer payment from other departments/entities | 86 366 515 | 86 163 335 |
| **Total Conditional Grants** | **633 363 165** | **685 612 179** |

The unutilised conditional grants are made up of amounts not yet spent on projects as follows:

| | | |
|---|---|---|
| Satellite development programme (Note 12.1) | 1 355 040 | 1 270 255 |
| Assembly, integration and test facilities (Note 12.2 ) | 44 354 004 | 41 578 779 |
| Earth Observation Data Centre (EODC) (Note 12.3) | 897 223 | 841 085 |
| South African Earth Observation System of Systems (SAEOSS) Portal (Note 12.4) | 7 768 284 | 7 500 665 |
| Post graduate student bursary support programme (Note 12.5) | 3 531 629 | 4 057 726 |
| Research and human capital development grants (Note 12.6) | 1 957 143 | 6 957 575 |
| Earth Observation Research and Innovation Fund (RDI) (Note 12.7) | - | - |
| Earth Observation Public Awareness (Note 12.8) | 313 874 | 321 340 |
| Implementation of the Intra Africa Space Science Technology and Innovation Programme (IASSTI) (Note 12.9) | 285 709 | 1 026 209 |
| Space Weather Operational Centre (Note 12.10) | 29 104 | 202 632 |
| Municipality Training (Note 12.11) | 298 535 | 279 856 |
| Matjiesfontein (Note 12.12) | 84 110 837 | 78 925 905 |
| Space Science Technology (Note 12.13 ) | 79 744 702 | 59 512 616 |
| Space Weather Operations (Note 12.14) | 296 671 | 278 601 |
| SIH (Note 12.15) | - | 482 428 562 |
| GEO Youth Leaders (12.16) | 230 376 | 430 373 |
| HF RADAR (Note 12.17) | - | - |
| Space Weather SIH (Note 12.18) | 17 586 539 | - |
| SAR Data SIH (Note 12.19) | 2 760 718 | - |
| NEOP SIH (Note 12.20) | 12 950 599 | - |
| EOSAT SIH (Note 12.21) | 237 308 937 | - |
| HOUWTEQ UPGRADE SIH (Note 12.22) | 57 078 800 | - |
| DEEP SPACE SIH (Note 12.23) | 80 504 441 | - |
| | **633 363 165** | **685 612 179** |

Refer to Note 12 for a full reconciliation of movement in conditional grants.

| 12. TRANSFERS AND GRANTS | 2025 R | 2024 R |
|---|---|---|
| **OPERATIONAL TRANSFERS** | 137 643 000 | 141 087 000 |
| Baseline allocation | 137 643 000 | 141 087 000 |
| **CONDITIONAL TRANSFERS** | 120 309 288 | 30 744 275 |
| Conditions met - transferred to revenue (Notes 12.1; 12.2; 12.3; 12.4:12.5 ;12.6;12.7;12.8;12.9;12.10;12.11;12.12;12.13,12.14;12.15;12.16,12.17,12.18,12.19, 12.20, 12.21,12.22,12.23) | 120 309 288 | 30 744 275 |
| Transfers DSTI | - | - |
| **Total Transfers and Grants** | **257 952 288** | **171 831 275** |

### 12.1.1 SATELLITE DEVELOPMENT PROGRAMME - EOSAT 1

| | | |
|---|---|---|
| Balance unspent at beginning of year | 1 270 255 | 1 179 985 |
| Interest Capitalised | 84 785 | 90 270 |
| **Conditions still to be met - remain in liabilities** | **1 355 040** | **1 270 255** |

The satellite development project is a multi-year project funded through transfers from the DSTI. Denel Dynamics was appointed as the main contractor for the development of the satellite. The project was placed on hold in the 2018/19 financial year pending the sourcing of additional funding to complete the project.

### 12.1.2 ASSEMBLY, INTEGRATION AND TEST FACILITIES

| | | |
|---|---|---|
| Balance unspent at beginning of year | 41 578 779 | 83 222 259 |
| Current year receipts | - | 21 766 000 |
| Transfer of funds to Space Science Technology Grant | - | (69 008 164) |
| Interest Capitalised | 2 775 225 | 5 598 684 |
| **Conditions still to be met - remain in liabilities** | **44 354 004** | **41 578 779** |

### 12.1.3 EARTH OBSERVATION DATA CENTRE (EODC)

| | | |
|---|---|---|
| Balance unspent at beginning of year | 841 085 | 2 071 921 |
| Current year receipts | - | - |
| Conditions met - transferred to revenue | - | (1 368 362) |
| Interest Capitalised | 56 138 | 137 526 |
| **Conditions still to be met - remain in liabilities** | **897 223** | **841 085** |

### 12.1.4 SOUTH AFRICAN EARTH OBSERVATION SYSTEM OF SYSTEMS (SAEOSS) PORTAL

| | | |
|---|---|---|
| Balance unspent at beginning of year | 7 500 665 | 8 315 765 |
| Current year receipts | - | |
| Conditions met - transferred to revenue | ( 233 027) | (1 442 955) |
| Interest Capitalised | 500 646 | 627 855 |
| **Conditions still to be met - remain in liabilities** | **7 768 284** | **7 500 665** |

| 12. TRANSFERS AND GRANTS (continued) | 2025 R | 2024 R |
|---|---|---|
| **12.2 POST GRADUATE STUDENT BURSARY SUPPORT PROGRAMME** | | |
| Balance unspent at beginning of year | 4 057 726 | 4 451 686 |
| Current year receipts | 6 000 000 | 6 500 000 |
| Current year refunds from students | 23 245 | - |
| Interest Capitalised | 176 285 | 199 415 |
| Conditions met - transferred to revenue | (6 225 627) | (7 093 375) |
| Management fee - transferred to revenue | ( 500 000) | - |
| **Conditions still to be met - remain in liabilities** | **3 531 629** | **4 057 726** |
| **12.3 RESEARCH GRANTS** | | |
| Balance unspent at beginning of year | 6 957 575 | 9 302 521 |
| Current year receipts | 2 749 189 | 6 078 406 |
| Interest Capitalised | - | 32 545 |
| transfer to HF Radar | (1 373 839) | - |
| Refunds to Funders | (1 339 427) | - |
| Conditions met - transferred to revenue | (5 036 355) | (8 455 896) |
| **Conditions still to be met - remain in liabilities** | **1 957 143** | **6 957 575** |

The grants were received from the following institutions, National Research Foundation (NRF), SAASTA, the Department of Science Technology and Innovation (DSTI) and Rhodes University. Grants were awarded to particular researchers who successfully applied at these institutions. Grants received are for multiple purposes and include running expenses, travel funds as well as salaries. Some of the grants were purely mobility grants. Grants awarded can range from single year grants to be multi year grants depending on the conditions of the grant.

| | | |
|---|---|---|
| **12.4 EARTH OBSERVATION RESEARCH DEVELOPMENT AND INNOVATION FUND (RDI)** | | |
| Balance unspent at beginning of year | - | 727 448 |
| Current year receipts DSTI | - | - |
| Current year receipts CSIR | - | - |
| Interest Capitalised | - | 11 992 |
| SANSA top up | - | 395 310 |
| Conditions met - transferred to revenue | - | (1 134 750) |
| **Conditions still to be met - remain in liabilities** | **-** | **-** |
| **12.5 EARTH OBSERVATION PUBLIC AWARENESS** | | |
| Balance unspent at beginning of year | 321 340 | 298 504 |
| Current year receipts | - | - |
| Interest Capitalised | 21 306 | 22 836 |
| Conditions met - transferred to revenue | ( 28 772) | - |
| **Conditions still to be met - remain in liabilities** | **313 874** | **321 340** |

| 12. TRANSFERS AND GRANTS (continued) | 2025 R | 2024 R |
|---|---|---|
| **12.6 IMPLEMENTATION OF THE INTRA AFRICA SPACE SCIENCE TECHNOLOGY AND INNOVATION PROGRAMME (IASSTI)** | | |
| Balance unspent at beginning of year | 1 026 209 | 953 282 |
| Interest Capitalised | 64 500 | 72 927 |
| Conditions met - transferred to revenue | ( 805 000) | - |
| **Conditions still to be met - remain in liabilities** | **285 709** | **1 026 209** |
| **12.7 SPACE WEATHER ESTABLISHMENT CENTRE** | | |
| Balance unspent at beginning of year | 202 632 | 9 282 986 |
| Current year receipts | - | - |
| Interest Capitalised | 2 660 | 26 444 |
| Transferred to Space Weather Operations | - | (8 651 237) |
| Conditions met - transferred to revenue | ( 176 188) | ( 455 561) |
| **Conditions still to be met - remain in liabilities** | **29 104** | **202 632** |
| **12.8 MUNICIPAL TRAINING** | | |
| Balance unspent at beginning of year | 279 856 | 259 968 |
| Current year receipts | - | - |
| Interest Capitalised | 18 679 | 19 888 |
| Conditions met - transferred to revenue | - | - |
| **Conditions still to be met - remain in liabilities** | **298 535** | **279 856** |
| | | - |
| **12.12 MATJIESFONTEIN** | | |
| Balance unspent at beginning of year | 78 925 905 | - |
| Current year receipts | - | 75 000 000 |
| Interest Capitalised | 5 219 984 | 5 698 418 |
| Conditions met - transferred to revenue | ( 35 052) | (1 772 513) |
| **Conditions still to be met - remain in liabilities** | **84 110 837** | **78 925 905** |
| **12.13 SPACE SCIENCE TECHNOLOGY** | | |
| Balance unspent at beginning of year | 59 512 616 | - |
| Current year receipts | 15 704 000 | - |
| Transfer from AIT Grant | - | 69 008 164 |
| Interest Capitalised | 4 528 086 | 1 004 452 |
| Transferred to the Department of Science and Innovation | - | (10 500 000) |
| **Conditions still to be met - remain in liabilities** | **79 744 702** | **59 512 616** |

| 12. TRANSFERS AND GRANTS (continued) | 2025 R | 2024 R |
|---|---|---|
| **12.14 SPACE WEATHER OPERATIONS** | | |
| Balance unspent at beginning of year | 278 601 | - |
| Current year receipts | - | - |
| Transfer from Space Weather Establishment | - | 8 651 237 |
| Interest Capitalised | 18 070 | 278 601 |
| Conditions met - transferred to revenue | - | (8 651 237) |
| **Conditions still to be met - remain in liabilities** | **296 671** | **278 601** |
| **12.15 SIH** | | |
| Balance unspent at beginning of year | 482 428 562 | - |
| Current year receipts | - | 481 000 000 |
| Interest Capitalised | 16 529 271 | - |
| Interest transferred out | (17 957 833) | 1 428 562 |
| Transfer to Space Weather SIH | (21 000 000) | - |
| Transfer to SAR SIH | (30 000 000) | - |
| Transfer to NEOP SIH | (38 000 000) | - |
| Transfer to EOSAT SIH | (230 000 000) | - |
| Transfer to HOUWTEQ UPGRADE SIH | (62 000 000) | - |
| Transfer to DEEP SPACE NETWORK SIH | (100 000 000) | - |
| Conditions met - transferred to revenue | - | - |
| **Conditions still to be met - remain in liabilities** | **-** | **482 428 562** |
| **12.16 GEO YOUTH LEADERS** | | |
| Balance unspent at beginning of year | 430 375 | - |
| Current year receipts | - | 800 000 |
| Conditions met - transferred to revenue | ( 200 000) | ( 369 625) |
| **Conditions still to be met - remain in liabilities** | **230 375** | **430 375** |
| **12.17 HF RADAR** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from Research Grant | 1 373 839 | - |
| Interest Capitalised | 40 748 | - |
| Conditions met - transferred to revenue | (1 414 587) | - |
| **Conditions still to be met - remain in liabilities** | **-** | **-** |

| 12. TRANSFERS AND GRANTS (continued) | 2025 R | 2024 R |
|---|---|---|
| **12.18 SPACE WEATHER SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 21 000 000 | - |
| Interest Capitalised | 1 410 668 | - |
| Conditions met - transferred to revenue | (4 824 129) | - |
| **Conditions still to be met - remain in liabilities** | **17 586 539** | **-** |
| **12.19 SAR DATA SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 30 000 000 | - |
| Interest Capitalised | 1 987 399 | - |
| Conditions met - transferred to revenue | (29 226 681) | - |
| **Conditions still to be met - remain in liabilities** | **2 760 718** | **-** |
| **12.20 NEOP SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 38 000 000 | - |
| Interest Capitalised | 2 374 025 | - |
| Conditions met - transferred to revenue | (27 423 426) | - |
| **Conditions still to be met - remain in liabilities** | **12 950 599** | **-** |
| **12.21 EOSAT SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 230 000 000 | - |
| Interest Capitalised | 16 060 857 | - |
| Conditions met - transferred to revenue | (8 751 920) | - |
| **Conditions still to be met - remain in liabilities** | **237 308 937** | **-** |

## 12. TRANSFERS AND GRANTS (continued)

| | 2025 R | 2024 R |
|---|---|---|
| **12.22 HOUWTEQ UPGRADE SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 62 000 000 | - |
| Interest Capitalised | 4 239 033 | - |
| Conditions met - transferred to revenue | (9 160 233) | - |
| **Conditions still to be met - remain in liabilities** | **57 078 800** | **-** |

The Houwteq Upgrade grant relates to the upgrade of Denel's Assembly Integration and Testing facilities for use by the space industry. The facilities are currently controlled and owned by Denel.

| | | |
|---|---|---|
| **12.23 DEEP SPACE NETWORK SIH** | | |
| Balance unspent at beginning of year | - | - |
| Current year receipts | - | - |
| Transfer from SIH | 100 000 000 | - |
| Interest Capitalised | 6 772 733 | - |
| Conditions met - transferred to revenue | (26 268 292) | - |
| **Conditions still to be met - remain in liabilities** | **80 504 441** | **-** |

## 13. OPERATING LEASE LIABILITY

The following liabilities have been recognised in respect of non-cancellable operating leases:

| | | |
|---|---|---|
| Balance at beginning of year | 104 913 | 104 913 |
| Operating lease liability movement | 313 675 | - |
| **Total Operating lease liability** | **418 588** | **104 913** |

The Innovation Hub Management Company SOC Ltd lease agreement for offices Space for a period of 24 months ended on the 30 September 2024. SANSA has entered into a new office space lease agreement with CSIR effective from 1 October 2024 until 30 September 2029.

### 13.1 AMOUNTS PAYABLE UNDER OPERATING LEASES - LESSEE

At the reporting date the entity had outstanding commitments under non-cancellable operating leases, which fall due as follows:

| | | |
|---|---|---|
| **Up to 1 year** | **5 877 126** | **3 794 306** |
| Buildings | 5 457 900 | 2 727 700 |
| Office equipment | 304 226 | 951 606 |
| Land | 115 000 | 115 000 |

## 13. OPERATING LEASE LIABILITY (continued)

| | 2025 R | 2024 R |
|---|---|---|
| **13.1 AMOUNTS PAYABLE UNDER OPERATING LEASES - LESSEE (continued)** | | |
| **2 to 5 years** | **23 000 363** | **1 391 631** |
| Buildings | 22 419 135 | - |
| Office equipment | 121 228 | 931 631 |
| Land | 460 000 | 460 000 |
| **More than 5 years** | **2 702 500** | **2 817 500** |
| Buildings | - | - |
| Office equipment | - | - |
| Land | 2 702 500 | 2 817 500 |
| **Total Operating Lease Arrangements** | **31 579 989** | **8 003 437** |

The entity has operating lease agreements for the following classes of assets, which are only significant collectively:

- Buildings - for the rental of office space.
- Office Equipment - for the rental of copier machines and coffee machines

The lease agreement for the building is for a period of 5 years with an 8% annual escalation, the amounts are paid on a monthly basis.

SANSA signed a land lease agreement with Matjiesfontein for 30 years – effective from 1 October 2023, with rental of R 100 000 per annum. Annual escalation is in accordance with the South African Consumer Price Index.

### 13.2 AMOUNTS RECEIVABLE UNDER OPERATING LEASES - LESSOR

At the reporting date the entity had outstanding commitments under non-cancellable operating leases, which fall due as follows:

| | | |
|---|---|---|
| **Up to 1 year** | **1 037** | **1 000** |
| Land | 1 037 | 1 000 |
| **2 to 5 years** | **4 148** | **4 000** |
| Land | 4 148 | 4 000 |
| **More than 5 years** | **24 370** | **24 500** |
| Land | 24 370 | 24 500 |

SANSA is subletting a portion of the Matjiesfontein land to SARAO for 30 years. SARAO shall contribute the amount of R 1 000.00 (One Thousand Rand) per annum towards the annual rental amount which is due to the Matjiesfontein Village (Pty) Ltd. This contribution is exclusive of Value-Added Tax (VAT), payable annually in advance and per invoice raised. The first (1st) payment to be effected on the commencement date and all rental payments thereafter on or before each anniversary of the commencement date.

## 14. INTEREST

| | 2025 R | 2024 R |
|---|---|---|
| Total interest earned from bank accounts | 52 985 922 | 28 687 730 |
| Interest earned on committed grant funding capitalised | (44 923 265) | (15 250 414) |
| **Interest earned on operational funding in bank accounts** | **8 062 657** | **13 437 316** |

The interest bearing on the ring-fenced grant was capitalised in the current year as per the agreement with funders.

## 15. RENDERING OF SERVICES

| | | |
|---|---|---|
| Services to local public entities | 27 930 060 | 23 511 355 |
| Services to local private entities | 7 538 583 | 6 500 512 |
| Services to foreign clients | 132 231 649 | 130 926 279 |
| | **167 700 292** | **160 938 146** |

## 16. OTHER INCOME

| | | |
|---|---|---|
| Sundry Income | 1 366 051 | 222 632 |
| Rent Received | 539 151 | 434 550 |
| Insurance pay-out | 185 190 | 121 480 |
| Expense Recovery | 591 018 | 708 440 |
| **Total Other Income** | **2 681 410** | **1 487 102** |

## 17. EMPLOYEE RELATED COSTS

| | | |
|---|---|---|
| Basic Salary | 167 322 360 | 154 864 953 |
| Contractors & Temp | 6 824 359 | 10 766 280 |
| Remote location allowance | 5 565 506 | 5 045 564 |
| Data & Cell Allowance | 684 779 | 752 845 |
| Bonus provision charge | 13 143 736 | 11 173 724 |
| Overtime | 2 971 448 | 2 376 877 |
| Other Employee related costs | 3 292 498 | 2 791 616 |
| **Total Employee Related Costs** | **199 804 686** | **187 771 859** |

Other employee costs is inclusive of leave payment, workman compensation and acting allowances.

| 17. EMPLOYEE RELATED COSTS (continued) | 2025 R | 2024 R |
|---|---|---|

Remuneration of key management personnel of SANSA during the year:

### REMUNERATION OF THE CHIEF EXECUTIVE OFFICER: MR. H. MUDAU

| | | |
|---|---|---|
| Annual Remuneration | 2 975 280 | 2 800 000 |
| Performance Bonus | 217 270 | - |
| Cell phone allowance | 14 760 | 14 760 |
| Leave Pay Out | - | - |
| **Total** | **3 207 310** | **2 814 760** |

### REMUNERATION OF THE CHIEF FINANCIAL OFFICER: MR. B. JENA

| | | |
|---|---|---|
| Annual Remuneration | 2 703 254 | 2 544 000 |
| Performance Bonus | 215 505 | 121 847 |
| Cell phone allowance | 14 760 | 14 760 |
| | **2 933 520** | **2 680 607** |

### REMUNERATION OF THE EXECUTIVE DIRECTOR SPACE OPERATIONS (APRIL - JULY 2024) AND SECONDED AS EXECUTIVE DIRECTOR: SPACE SCIENCE (FROM AUGUST 2024): MR. R. HODGES

| | | |
|---|---|---|
| Annual Remuneration | 2 090 775 | 1 967 603 |
| Performance Bonus | 161 506 | 151 057 |
| Car and Travel Allowance | 28 692 | 81 308 |
| Cell phone allowance | 14 760 | 14 760 |
| **Total** | **2 295 733** | **2 214 727** |

### REMUNERATION OF THE MANAGING DIRECTOR SPACE SCIENCE: DR. L. MCKINNELL (UNTIL AUGUST 2023)

| | | |
|---|---|---|
| Annual Remuneration | - | 820 803 |
| Performance Bonus | - | 163 963 |
| Cell phone allowance | - | 5 715 |
| Leave pay | - | 203 815 |
| **Total** | **-** | **1 194 295** |

### REMUNERATION OF THE EXECUTIVE DIRECTOR: ENTERPRISE SERVICES: MS. S. MAZIBUKO

| | | |
|---|---|---|
| Annual Remuneration | 2 703 254 | 2 544 000 |
| Performance Bonus | 209 283 | 158 722 |
| Cell phone allowance | 14 760 | 14 760 |
| | **2 927 297** | **2 717 482** |

| 17. EMPLOYEE RELATED COSTS (continued) | 2025 R | 2024 R |
|---|---|---|
| **REMUNERATION OF THE ACTING CHIEF EXECUTIVE OFFICER: MS. S. MAZIBUKO (APPOINTED FOR APRIL 2023 )** | | |
| Acting allowance | - | 25 247 |
| | **-** | **25 247** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR SPACE ENGINEERING: MR. T. MOKGALAGADI (APPOINTED MARCH 2023 - NOVEMBER 2023)** | | |
| Acting Allowance | - | 131 173 |
| | **-** | **131 173** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR EARTH OBSERVATION: MS. A. NTISANA (APPOINTED APRIL 2023-OCTOBER 2024)** | | |
| Acting Allowance | 121 962 | 194 782 |
| | **121 962** | **194 782** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR SPACE SCIENCE : MR. J.WARD APPOINTED SEPTEMBER 2023 - JULY 2024)** | | |
| Acting Allowance | 69 692 | 131 174 |
| | **69 692** | **131 174** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR SPACE ENGINEERING: MR. J. WITTEN (APPOINTED DECEMBER 2023 - JANUARY 2024)** | | |
| Acting Allowance | - | 32 793 |
| | **-** | **32 793** |
| **REMUNERATION OF THE MANAGING DIRECTOR SPACE ENGINEERING : MS. L.TAKALANI (APPOINTED AUGUST 2024)** | | |
| Annual Remuneration | 1 547 791 | - |
| Performance Bonus | - | - |
| Cell phone allowance | 9 840 | - |
| | **1 557 632** | **-** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR SPACE OPERATION : MR. E.AVENANT (APPOINTED AUGUST 2024 - DECEMBER 2024)** | | |
| Acting Allowance | 87 116 | - |
| | **87 116** | **-** |

## 17. EMPLOYEE RELATED COSTS (continued)

| | 2025 R | 2024 R |
|---|---|---|
| **REMUNERATION OF THE MANAGING DIRECTOR EARTH OBSERVATION : PROF. A.RAMOELO (APPOINTED NOVEMBER 2024)** | | |
| Annual Remuneration | 871 156 | - |
| Performance Bonus | - | - |
| Cell phone allowance | - | - |
| | **871 156** | **-** |
| **REMUNERATION OF THE ACTING MANAGING DIRECTOR SPACE OPERATION : MR. C STRYDOM (APPOINTED JANUARY 2025)** | | |
| Acting Allowance | 52 269 | - |
| | **52 269** | **-** |

## 18. BOARD MEMBER REMUNERATION

| | Meeting Fees | | Reimbursive Claims | | |
|---|---|---|---|---|---|
| 2025 | Paid Out R | Accrued R | Paid Out R | Accrued R | Total R |
| **INDEPENDENT NON-EXECUTIVE CHAIRMAN OF THE BOARD** | | | | | |
| Mr. P Ndlovu | 586 504 | 12 259 | 2 577 | - | 601 340 |
| **INDEPENDENT NON-EXECUTIVE MEMBERS** | | | | | |
| Ms. N. Majaja (1) | - | - | - | - | - |
| Prof. A Muronga | 75 538 | 23 140 | - | - | 98 678 |
| Ms. C Segage | 179 859 | 5 192 | - | - | 185 051 |
| Mr. T Ramaru (1) | - | - | - | - | - |
| Mr. N Rambau | 158 622 | 5 204 | 592 | 628 | 165 046 |
| Mr. M Ngoetjana | 182 393 | 7 328 | 818 | 1 265 | 191 804 |
| Mr. F Denner | 227 790 | - | 2 449 | - | 230 238 |
| Adv. L Ndziba | 181 042 | 1 422 | 117 | - | 182 581 |
| Ms. J Ndaba | 162 416 | 6 142 | - | - | 168 558 |
| Adv. L Nevondwe | 155 542 | 5 204 | - | - | 160 746 |
| Mr. Linden Petzer | 50 052 | 28 332 | - | - | 78 384 |
| Ms. Nompumelelo Nzimande | 115 434 | 2 832 | - | - | 118 266 |
| Ms. Keitumetse Lebaka | 130 302 | 5 192 | - | 1 094 | 136 588 |
| Mr. Joseph Komape | 173 996 | 5 192 | - | - | 179 188 |
| Mr. Fortune Mkhabela | - | - | 14 257 | 515 | 14 772 |
| **Total Board members Remuneration** | **2 379 490** | **107 439** | **20 809** | **3 502** | **2 511 240** |

## 18. BOARD MEMBER REMUNERATION (continued)

| 2024 | Meeting Fees | | Reimbursive Claims | | Total |
|---|---|---|---|---|---|
| | Paid Out R | Accrued R | Paid Out R | Accrued R | R |
| **INDEPENDENT NON-EXECUTIVE CHAIRMAN OF THE BOARD** | | | | | |
| Mr. P Ndlovu (Appointed September 2022) | 346 502 | - | 1 066 | - | 347 568 |
| **INDEPENDENT NON-EXECUTIVE MEMBERS** | | | | | |
| Ms. N. Majaja (1) | - | - | - | - | - |
| Prof. A Muronga | 84 515 | 7 552 | - | - | 92 067 |
| Ms. C Segage | 117 938 | 1 888 | - | - | 119 826 |
| Mr. T Ramaru (1) | - | - | - | - | - |
| Mr. N Rambau | 146 826 | 1 416 | 1 348 | - | 149 590 |
| Mr. M Ngoetjana | 106 219 | 5 664 | 171 | - | 112 054 |
| Mr. F Denner | 100 787 | - | - | - | 100 787 |
| Adv. L Ndziba | 141 429 | 944 | - | - | 142 373 |
| Ms. J Ndaba | 136 915 | 950 | - | - | 137 865 |
| Adv. L Nevondwe | 114 943 | - | - | - | 114 943 |
| | **1 296 074** | **18 414** | **2 585** | **-** | **1 317 073** |

(1) Appointed as representative of the state.

## 19. DEPRECIATION AND AMORTISATION

| | 2025 R | 2024 R |
|---|---|---|
| Depreciation: Property, Plant and Equipment | 37 750 034 | 31 957 327 |
| Amortisation: Intangible Assets | 2 961 994 | 3 013 178 |
| **Total Depreciation and Amortisation** | **40 712 028** | **34 970 506** |

## 20. DATA LICENCE FEES

| | | |
|---|---|---|
| Data licence Fees | 45 924 303 | 2 233 169 |
| **Total Data Licence Fees** | **45 924 303** | **2 233 169** |

Data licence fees are paid for access to various satellites for downloading earth observation satellite imagery.

## 21. GRANT RELATED EXPENDITURE

| | | |
|---|---|---|
| AIT upgrade | 9 635 052 | - |
| Neo Frontiers | 15 000 000 | - |
| Other | 4 216 905 | 3 478 034 |
| **Total Grants and Grant Related Expenditure** | **28 851 957** | **3 478 034** |

## 22. STUDENT BURSARIES

| | 2025 R | 2024 R |
|---|---|---|
| Bursaries to students | 6 375 113 | 6 628 375 |
| **Total Student Bursaries Expenditure** | **6 375 113** | **6 628 375** |

## 23. ANTENNA INFRASTRUCTURE SERVICES

| | | |
|---|---|---|
| Antenna Infrastructure Services | 14 208 351 | 4 805 891 |
| **Total Antenna Infrastructure Services** | **14 208 351** | **4 805 891** |

Antenna infrastructure services relate to client hosted infrastructure and the facilitation of civil works and antenna bases for customers. Project costs are recovered from contract revenue.

## 24. TRAINING EXPENSES

| | | |
|---|---|---|
| Staff Training | 1 243 804 | 1 684 495 |
| Staff Bursaries | 878 778 | 991 049 |
| Board Member Training | - | 49 450 |
| **Total Training Expenses** | **2 122 582** | **2 724 994** |

Staff Training and Bursaries is expenditure incurred on various short courses and funding for various recognised qualification at tertiary institutions.

## 25. OTHER OPERATING EXPENSES

| | 2025 R | 2024 R |
|---|---|---|
| Advertising & Marketing | 1 891 059 | 5 834 439 |
| Bank Charges | 199 071 | 269 019 |
| Conferences and Seminars | 6 013 334 | 4 367 630 |
| Consulting fees | 6 067 759 | 11 687 874 |
| Consumables | 2 397 615 | 366 968 |
| Data and internet services | 4 712 252 | 5 209 702 |
| Electricity | 16 688 593 | 13 067 417 |
| Entertainment | 85 804 | 158 298 |
| External Audit fees | 1 939 585 | 1 829 794 |
| Fuel and Oil | 2 295 523 | 6 681 954 |
| Insurance | 4 540 866 | 4 070 177 |
| Internal Audit fees | 564 504 | 358 557 |
| Legal Costs | 599 491 | 367 615 |
| License fees | 15 921 633 | 11 227 167 |
| Other General Expenses | 8 455 974 | 11 355 386 |
| Printing and Stationery | 828 068 | 404 278 |
| Rent and lease charges | 7 288 848 | 5 555 228 |
| Security | 4 148 772 | 3 210 233 |
| Telephone Cost | 122 688 | 256 410 |
| Transport Costs | 677 343 | 661 539 |
| Travel and accommodation | 15 212 587 | 14 433 450 |
| | **100 651 369** | **101 373 135** |

National Treasury has approved the utilisation of the 2023/24 surplus of R133 970 827. Operating and capital expenditure amounting to R86 445 492 was funded from accumulated surplus funds following approval by National Treasury. Utilisation of the accumulated surplus resulted in the deficit reflected in the statement of financial performance.

## 26. NET LOSSES ON FOREIGN EXCHANGE

| | | |
|---|---|---|
| **Gains in foreign exchange transactions** | **581 324** | **1 158 405** |
| Gains in net Foreign Exchange - realised | 548 336 | 1 158 405 |
| Gains/Loss in net Foreign Exchange - unrealised | 32 988 | - |
| **Losses in foreign exchange transactions** | **(3 951 983)** | **(2 184 810)** |
| (Losses) in net Foreign Exchange - realised | (3 951 983) | (2 149 634) |
| (Losses) in net Foreign Exchange - unrealised | - | ( 35 176) |
| **Net Losses on foreign exchange transactions** | **(3 370 659)** | **(1 026 405)** |

## 27. NET LOSSES ON DISPOSAL OF PROPERTY, PLANT & EQUIPMENT

| | 2025 R | 2024 R |
|---|---|---|
| Proceeds on disposal of property plant & equipment and intangible assets | 1 004 852 | 21 781 |
| Net Book value on disposal of property, plant and equipment | (1 269 504) | ( 705 166) |
| Net Book value on disposal of intangible assets | ( 31 969) | ( 753) |
| **Net (Losses) on Disposal of Property, Plant and Equipment & Intangible assets** | **( 296 620)** | **( 684 138)** |

## 28. NET CASH FLOWS FROM OPERATING ACTIVITIES

| | | |
|---|---|---|
| **(Deficit)/Surplus for the Year** | **(26 382 635)** | **(17 612 283)** |
| *Adjustment for:* | | |
| Depreciation and Amortisation | 40 712 028 | 34 970 506 |
| Non-Cash Losses on Disposal of Property, Plant and Equipment | 296 526 | 684 138 |
| Net (Gains)/Losses on foreign exchange transactions | 3 370 752 | 1 026 405 |
| Impairment losses for the year | 379 212 | 79 173 |
| Increase in provisions relating to employee costs | 1 385 092 | 61 473 |
| **Operating surplus before working capital changes** | **19 760 975** | **19 209 412** |
| (Decrease)/Increase in Inventory | ( 305 108) | (2 115 729) |
| (Increase) in Receivables from exchange transactions | (4 185 051) | (14 320 207) |
| Decrease/ (Increase) in other receivables | (19 614 078) | 284 395 |
| (Decrease)/Increase in grant liabilities | (52 249 014) | 490 545 854 |
| (Decrease)/Increase in Trade and other payables | 3 881 125 | (13 313 697) |
| (Decrease)/ Increase in Operating Lease Liability | 313 675 | - |
| **Cash flow from operating activities** | **(52 397 476)** | **480 290 030** |

## 29. IMPAIRMENT OF ACCOUNTS RECEIVABLE

### 29.1 RECEIVABLES FROM EXCHANGE TRANSACTIONS

| | | |
|---|---|---|
| Recognition of impairment allowance | 447 634 | 79 173 |
| Reversal of impairment allowance | ( 68 422) | - |
| **Total Expenditure for Bad Debts** | **379 212** | **79 173** |

## 30. IRREGULAR EXPENDITURE AND FRUITLESS AND WASTEFUL EXPENDITURE

| | | |
|---|---|---|
| Irregular Expenditure | 481 366 | - |
| Fruitless and wasteful expenditure | - | - |
| **Closing Balance** | **481 366** | **-** |

Following an assessment by the Agency, irregular expenditure was confirmed in line with the PFMA Compliance and Reporting Framework.

## 31. COMMITMENTS FOR EXPENDITURE

| | 2025 R | 2024 R |
|---|---|---|
| **CAPITAL COMMITMENTS** | | |
| **- Approved and Contracted for:-** | **243 514 532** | **231 753 635** |
| Property, Plant and Equipment | 242 584 715 | 229 782 852 |
| Intangible assets | 929 817 | 1 970 783 |
| **- Approved but Not Yet Contracted for:-** | **-** | **407 289** |
| Property, Plant and Equipment | - | 407 289 |
| Intangible assets | - | - |
| **Total Capital and Expenditure Commitments** | **243 514 532** | **232 160 924** |
| This expenditure will be financed from: | | |
| Contract Revenue and Transfers | 243 514 532 | 232 160 924 |
| | **243 514 532** | **232 160 924** |

## 32. RECLASSIFICATION OF FINANCIAL STATEMENTS

### 32.1. RECLASSIFICATION OF FINANCIAL POSITION

| | Prior Year AFS 2024 R | Current Year AFS 2024 R | Reclassified Amount 2024 R |
|---|---|---|---|
| **EXPENDITURE** | | | |
| Property, Plant and Equipment | 506 662 671 | 456 512 725 | (50 149 946) |
| Receivalbes from Exchange Transactions | - | 50 149 946 | 50 149 946 |
| | **506 662 671** | **506 662 671** | **-** |

Prepayments amounting to R50 149 946 relating to the EO SAT-1 satellite developments were previously included in work-in-progress, under property plant and equipment, as part of cumulative project costs.

The prepayments have been reclassified to trade and other receivables, considering that the original contract was not extended and the prepayments risk profile is different to other satellite development costs.

### 32.2. RECLASSIFICATION OF FINANCIAL PERFORMANCE

| | Prior Year AFS 2024 R | Current Year AFS 2024 R | Reclassified Amount 2024 R |
|---|---|---|---|
| **EXPENDITURE** | | | |
| Student Bursaries and Grant Related Expenditure | 10 106 409 | - | 10 106 409 |
| Grant Related Expenditure | - | 3 478 034 | (3 478 034) |
| Student Bursaries | - | 6 628 375 | (6 628 375) |
| | **10 106 409** | **10 106 409** | **-** |

The Student Bursaries and Grant Related Expenditure has been reclassified as separate expenditure items, namely Student Bursaries (Note 22) and Grant Related Expenditure (Note 21) respectively. The purpose of this reclassification is to provide the users of the AFS with more detail as the grant expenditure increased with the new projects.

## 33. EMPLOYEE RETIREMENT BENEFIT INFORMATION

| | 2025 R | 2024 R |
|---|---|---|
| The only obligation of the entity with respect to the retirement benefit plans is to pay over the specified contributions to the pension fund. | | |
| The total expense recognised in the Statement of Financial Performance represents contributions payable to the plan by the entity on behalf of the employee at rates specified in the rules of the plan. These contributions have been expensed under employee related costs | | |
| The contribution amount recognised as an expense | 19 049 696 | 17 423 133 |

## 34. RELATED PARTY TRANSACTIONS

South African National Space Agency (SANSA) has been established by the Department of Science Technology and Innovation (DSTI) in terms of the South African National Space Agency Act No.36 of 2008. SANSA is listed as a schedule 3A Public entity in terms of the Public Finance Management Act, and is ultimately controlled by the National Executive.

### 34.1 RELATED PERSONS: EXECUTIVE AUTHORITY

The Minister of the Department of Science Technology and Innovation is the Executive Authority of SANSA.

### 34.2 RELATED PERSONS: ACCOUNTING AUTHORITY

The Accounting Authority is constituted by a Board of Directors appointed by the Minister of Science Technology and Innovation.

The Board composition is as follows:

| Name | Designation Public Entity Board structure | Effective Dates of Appointment and Resignation |
|---|---|---|
| Prof. A Muronga | Board Member | 01 September 2018 - to date |
| Mr. P Ndlovu | Board Chairperson | 01 September 2022 - to date |
| Mr. F Denner | Chairperson of Strategy and Investment Committee | 07 February 2023 - to date |
| | Board Member | 01 September 2022 - to date |
| Ms. N Majaja | Board Member | 01 September 2018 - to date |
| Adv. L Ndziba | Chairperson of Human Resource, Social and Ethics Committee | 16 September 2022 - to date |
| | Board Member | 01 September 2022 - to date |
| Ms. C Segage | Chairperson Audit and Risk Committee | 01 September 2022 - to date |
| | Board Member | 01 September 2022 - to date |
| Ms. J Ndaba | Board Member | 01 September 2022 - to date |
| Adv. L Nevondwe | Board Member | 26 July 2022 - to date |
| Mr. M Ngoetjana | Board Member | 01 September 2022 - to date |
| Mr. N Rambau | Board Member | 01 September 2022 - to date |
| Mr. T Ramaru | Board Member | 01 September 2022 - to date |

## 34. RELATED PARTY TRANSACTIONS

| Name | Designation Public Entity Board structure | Effective Dates of Appointment and Resignation |
|---|---|---|
| Mr. Linden Petzer | Board Member | 18 June 2024 - to date |
| Ms. Nompumelelo Nzimande | Board member | 18 June 2024 - to date |
| Ms. Keitumetse Lebaka | Board Member | 18 June 2024 - to date |
| Mr. Joseph Komape | Board Member | 18 June 2024 - to date |
| Mr. Fortune Mkhabela | Board Member | 18 June 2024 - to date |
| Mr. H Mudau | Executive Member (CEO) and ex officio | 01 April 2023- to date |

### 34.3 RELATED PERSONS: KEY MANAGEMENT

The members of key management personnel of SANSA during the year were:

- Chief Executive Officer - Mr. H Mudau (Ex-officio member of the Board)
- Chief Financial Officer - Mr. B Jena
- Executive Director Enterprise Services - Ms S Mazibuko
- Managing Director Space Science - Dr L McKinnell (until August 2023)
- Executive Director Space Operations - Mr. R Hodges
- Seconded as Executive Director Space Science - Mr. R Hodges (Appointed August 2024)
- Acting Executive Director Space Engineering - Mr. T Mokgalagadi (Appointed March 2023 - November 2023
- Acting Executive Director Earth Observation - Ms. A Ntisana (Appointed April 2023 - October 2024)
- Acting Executive Director Space Science - Mr. J Ward (Appointed September 2023 - July 2024 )
- Acting Executive Director Space Engineering - Mr. J Witten (Appointed December 2023 - January 2024)
- Executive Director Earth Observation - Prof. A.Ramoelo (Appointed November 2024)
- Executive Director Space Engineering - Ms. L.Takalani (Appointed August 2024)
- Acting Executive Director Space Operation - Mr. E.Avenant (Appointed August 2024 - December 2024)
- Acting Executive Director Space Operation - Mr. C .Strydom (Appointed January 2025)

Refer to Note 17 for details on remuneration of Key management.

## 35. RELATED ENTITIES: ENTITIES WITHIN NATIONAL GOVERNMENT

SANSA is a schedule 3A National Public Entity and it is therefore related to all other entities within National Government

### 35.1 RELATED PARTY TRANSACTIONS

SANSA receives transfers from the Department of Science Technology and Innovation for its administrative functions. In addition, SANSA received ring-fenced transfers from the DSTI for various projects. Refer to Note 12 for details of transfers from the DSTI and Note 9 for details of payables and/or commitments from the DSTI.

35.2 During the year under review SANSA received grants from the National Research Foundation (NRF) to fund different research projects, the details of the grants, the liabilities and revenues relating to the grant are disclosed in Note 12.

Transactions with related parties within national government were in terms of 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 entity to have adopted if dealing with that individual entity or person in the same circumstances; and terms and conditions within the normal operating parameters established by that reporting entity's legal mandate.

#### RELATED PARTY TRANSACTIONS: REVENUE AND RECEIVABLES

| | 2025 | | 2024 | |
|---|---|---|---|---|
| ENTITY NAME | Revenue R | Receivables R | Revenue R | Receivables R |
| Department of Science Technology and Innovation | 159 347 000 | - | 173 343 722 | - |
| National Research Foundation | 2 515 652 | - | 7 504 990 | - |
| CSIR | 95 871 | - | - | - |
| | **161 958 523** | **-** | **180 848 711** | **-** |

#### RELATED PARTY RELATIONSHIPS: PURCHASES AND PAYABLES

| | 2025 | | 2024 | |
|---|---|---|---|---|
| ENTITY NAME | Purchases R | Payables and Unspent Grants R | Purchases R | Payables and Unspent Grants R |
| Department of Science Technology and Innovation | - | 631 406 022 | - | 678 654 606 |
| National Research Foundation | 16 339 427 | 1 957 143 | - | 6 957 575 |
| CSIR | 27 067 325 | - | - | - |
| | **43 406 752** | **633 363 165** | **-** | **685 612 181** |

## 36. CONTINGENT LIABILITIES AND CONTINGENT ASSETS

### CONTINGENT LIABILITIES

An employee demanded R6 476 415.52 and subsequently filed a court application in relation to a disputed employment matter. A judgement was issued by the High Court on 1 August 2024. The employee and SANSA have appealed and cross appealed respectively and the matter has been referred to the Supreme Court of Appeal. The appeal was successful and the matter will be heard before a full bench

National Treasury Instruction No. 12 of 2020/21 sets out how public entities should determine cash surpluses at the end of each financial year. The agency's cash surplus amounted to R125 393 316 as at 31 March 2025. In terms of the instruction, schedule 3A entities can make applications to retain the surplus by 30 September each year. Historically, the agency has made applications by 30 September and National Treasury has approved prior requests. Should National Treasury not approve all or part of the request to retain the March 2025 cash surplus by 30 September 2025, the agency would be required to surrender all or part of the cash surplus to National Treasury.

### CONTINGENT ASSETS

The agency is currently involved in litigation in relation to R469 300.22 in board fees claimed by and paid to a director that is employed by a state owned entity. This is a disputed matter and outcomes cannot be determined at this stage.

The agency is currently engaging in a lawsuit to recover R289 938.46 from a supplier for a conference which had to be cancelled due to the COVID-19 lockdown. The parties have met with the view to settle the matter.

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

All financial instruments arise directly from operations.

The entity does not enter into any derivative transactions. The main risk arising from the entity's financial instruments are cash flow interest rate risk, liquidity risk and credit risk.

The entity reviews and implements policies managing each of these risks. There are no significant concentrations of risk. Compliance with policies and procedures is audited by internal and external auditors on a continuous basis.

### 37.1 INTEREST RATE RISK

No material risk exists due to there being no material finance costs in the current finance year. The only real risk that exists is the risk of variations in cash flow due to changes in the interest rate, which will affect interest income.

The entity's income and operating cash flows are substantially independent of changes in the market interest rates.

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

| 31 MARCH 2025 | Floating Interest Rate R | Non-interest Bearing R | Total R |
|---|---|---|---|
| ASSETS | | | |
| Receivables from Exchange Transactions | - | 70 102 766 | 70 102 766 |
| Cash and cash equivalents | 690 863 667 | 7 704 | 690 871 371 |
| LIABILITIES | | | |
| Trade and other payables | - | (27 710 484) | (27 710 484) |
| **Net Financial assets/(Liabilities)** | **690 863 667** | **42 399 986** | **733 263 653** |
| 31 MARCH 2024 | | | |
| ASSETS | | | |
| Receivables from Exchange Transactions | - | 45 094 834 | 45 094 834 |
| Cash and cash equivalents | 816 693 129 | 3 292 | 816 696 421 |
| LIABILITIES | | | |
| Trade and other payables | - | (30 035 557) | (30 035 557) |
| **Net Financial assets/(Liabilities)** | **816 693 129** | **15 062 569** | **831 755 698** |

The sensitivity analysis below was determined based on the exposure to interest rates at the reporting date. For variable rate long-term instruments, the analysis is prepared assuming the amount of the instrument outstanding at the reporting date was outstanding for the whole year. A 100 basis point increase or decrease was used, which represents management's assessment of the reasonably possible change in interest rates.

### EFFECT OF A CHANGE IN INTEREST RATE ON INTEREST BEARING FINANCIAL ASSETS AND LIABILITIES

| Financial Assets | Classification | 2025 R | 2024 R |
|---|---|---|---|
| **External investments:** | | | |
| Call Deposits | Financial assets at amortised cost | - | - |
| Bank balances | Financial assets at amortised cost | 690 863 667 | 816 693 129 |
| Cash Floats | Financial assets at amortised cost | 7 704 | 3 292 |
| | | **690 871 371** | **816 696 421** |
| Interest received | | 8 062 657 | 13 437 316 |
| Interest rate | | 1,17% | 1,65% |

### EFFECT OF A CHANGE IN INTEREST RATE ON INTEREST EARNED FROM EXTERNAL INVESTMENTS

| | | | |
|---|---|---|---|
| Effect of change in interest rate | % | 1,00% | 1,00% |
| Effect of change in interest rate | Rand value | 6 908 714 | 8 166 964 |
| Effect of change in interest rate | % | (1,00%) | (1,00%) |
| Effect of change in interest rate | Rand value | (6 908 714) | (8 166 964) |

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

### 37.2 LIQUIDITY RISK

The entity prevents liquidity risk by maintaining adequate banking facilities and by receiving contributions annually in the form of transfers and subsidies.

The following are the contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements for the entity:

| 2025 | Carrying amount R | Contractual cash flows: 1 month or less R |
|---|---|---|
| Trade and other payables | 34 235 838 | 8 143 447 |
| | **34 235 838** | **8 143 447** |
| **2024** | | |
| Trade and other payables | 17 265 565 | 8 143 447 |
| | **17 265 565** | **8 143 447** |

### 37.3 MARKET RISK

There is a foreign exchange risk due to the existence of international debtors. These debtors however have strict 30 day payment terms which ensures that the movement in exchange rates are limited to a shorter time period.

The entity's exposure to foreign currency risk was as follows:

| | 31 March 2025 | | |
|---|---|---|---|
| | ZAR | EURO | USD |
| Receivables from Exchange Transactions | 21 519 264 | 9 747 401 | 38 836 102 |
| Trade payables | (34 235 838) | - | - |
| **Net exposure** | **(12 716 574)** | **9 747 401** | **38 836 102** |

| | 31 March 2024 | | |
|---|---|---|---|
| | ZAR | EURO | USD |
| Receivables from Exchange Transactions | 13 868 584 | 6 162 118 | 4 954 704 |
| Trade payables | (17 265 565) | - | - |
| **Net exposure** | **(3 396 981)** | **6 162 118** | **4 954 704** |

| The following significant exchange rates applied during the year: | 2025 R | 2024 R |
|---|---|---|
| **Year-end spot rate** | | |
| Euro | 19,80 | 20,35 |
| USD | 18,31 | 18,85 |

## 37. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

### SENSITIVITY ANALYSIS

A 10% strengthening of the rand against the following currencies at 31 March 2024 would have decreased profit or loss by the amounts shown above. This analysis assumes that all other variables remain constant.

| | 2025<br>R | 2024<br>R |
|---|---|---|
| Euro | 19 299 854 | 12 539 910 |
| USD | 71 108 903 | 9 339 616 |
| Total | **90 408 757** | **21 879 526** |

### 37.4 CREDIT RISK

The entity's exposure to credit risk is detailed below:

### FINANCIAL ASSETS

| | | |
|---|---|---|
| Cash and Cash Equivalents | 690 871 371 | 816 696 421 |
| Receivables from Exchange Transactions | 66 739 776 | 40 884 712 |
| Deposit | 4 077 227 | - |
| | **761 688 374** | **857 581 133** |

### NON-FINANCIAL ASSETS

| | | |
|---|---|---|
| CURRENT | | |
| Prepaid expenses | 21 701 127 | 4 210 122 |
| NON-CURRENT | | |
| Prepaid expenses | 30 603 007 | 50 149 946 |
| | **52 304 134** | **54 360 068** |

Included in Receivables from Exchange Transactions is R50 149 945.58 in prepayments made to Denel Dynamics, a division of Denel SOC Ltd ("Denel") under contracts relating to the EO SAT-1 satellite development project. The contracts expired by 31 March 2019. Denel and SANSA have concluded an agreement in terms of which the prepayment will be recovered by SANSA through a deduction from invoices to be issued by Denel under a new contract for the completion of the EO SAT-1 satellite development project. Prepayments are not credit impaired as they can be recovered in full under the new contract.

## 38. EVENTS AFTER THE REPORTING DATE

In July 2025, SANSA and Denel Dynamics, a division of Denel SOC Ltd ("Denel") concluded an agreement relating to the repayment of prepayments due from Denel , amounting to R50 149 946. In terms of the agreement, the prepayments will be recovered by SANSA through deduction from invoices to be issued by Denel under a new contract for the completion of the EO SAT-1 satellite development project.

Save as disclosed above, no events or transactions have occurred since 31 March 2025 or are pending, that would have a material effect on the financial statements at that date or for the year then ended 31 March 2026.

## 39. GOING CONCERN

The annual financial statements have been prepared on a going concern basis. This basis presumes that funding will be available for future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

## 40. LIVING AND NON-LIVING RESOURCES

### GAME ON THE FARM AT SPACE OPERATIONS – HARTEBEESTHOEK - KRUGERSDORP

In terms of GRAP 110 – Living and Non-living Resources, SANSA assessed the game mainly blesbok, a sub-species of the antelope endemic to South Africa, on the farm to test for control and recognition as assets in the annual financial statements deriving future economic benefits. The exercise was concluded and established that SANSA do not have control over the game resulting in only a disclosure note to the annual financial statements

### LIVING RESOURCES – BLESBOK AND OTHER WILD GAME ANIMALS

Numerous game (wild animals namely Blesbok, tortoises, rabbits, steenbok, leopards , monkeys and snakes, just to name a few) is found in and around the property spanning an a secured area of 180 hectares and the external free-range farm of 2700 hectares The game naturally existed in the greater area where the property is situated, and they were never specifically acquired or obtained by other non-exchange transactions for the purposes of generating future economic benefits

In and around the property, the game can move freely to adjacent land / farms and is not fenced off by means of a proper game fencing which will restrict movement of the game. SANSA does not play a daily active role in feeding, attending to the sick, attending to their physical condition, directing the use of the Blesboks or tagging the Blesboks for an inventory count

In terms of GRAP 110,23;24 and 25 the intention is to conserve and not otherwise manage:

An entity may hold resources to meet its mandate in acting as custodian to conserve the resources entrusted to it. When the entity is in terms of its mandate expected to manage and/or conserve the environment as a whole, it does not manage the physical condition of each individual animal or plant within that environment. As a result, the entity may conclude that it does not control these living resources.

There was no disposal of living resources during the year.

# PART G
# KNOWLEDGE DISSEMINATION

# Overview of **Journal Publications**

For the 2024/25 financial year, SANSA continues to demonstrate excellence in its scientific outputs. During this period, the agency's researchers produced a total of 27 peer-reviewed publications published in high-impact journals, spanning diverse fields including space science and earth observation. This sustained scholarly productivity underscores SANSA's commitment to advancing knowledge and contributing significantly to space-related knowledge.

A wide variety of topics were addressed, including: Case studies of geomagnetic storms over Africa, geomagnetic jerks over southern Africa, ionospheric model performance, the impact of solar flares and coronal mass ejections, travelling ionospheric disturbances, solar oscillations and variability.

# SANSA Publications **2024/25**


1. Xongo, K., Ngcoliso, N., & Shikwambana, L. (2024). Impacts and drivers of summer wildfires in the Cape Peninsula: A remote sensing approach. Fire, 7(8), 267; https://doi.org/10.3390/fire7080267.

2. Sibiya, S. S., Mhangara, P., & Shikwambana, L. (2024). Seasonal and trend variation of methane concentration over two provinces of South Africa using Sentinel-5P data. Environmental Monitoring & Assessment, 196:713, https://doi.org/10.1007/s10661-024-12871-0.

3. Shikwambana, L., Kganyago, M., Mbatha, N., & Mhangara, P. (2024). First-time calculation of the spatial distribution of concentration and air quality index over South Africa using TROPOMI data. Journal of the Air & Waste Management Association, 74:8, 556-568, DOI: 10.1080/10962247.2024.2369751

4. Millet, D. B., Palmer, P. I., Levelt, P. F., Gallardo, L., & Shikwambana, L. (2024). Coordinated geostationary, multispectral satellite observations are critical for climate and air quality progress. AGU Advances, 5, e2024AV001322, https://doi. Org/10.1029/2024AV001322.

5. Nondlazi, B. X., Mantlana, B. K., Naidoo, S., & Ramoelo, A. (2024). Unveiling the power duo: Agriculture and social science take center stage in the evolution of climate change adaptation research in South Africa. Oxford Open Climate Change, 2025, 5(1), kgaf001 https://doi.org/10.1093/oxfclm/kgaf001.

6. Rapiya, M., Mndela, M., Truter, W., & Ramoelo, A. (2025). Assessing the economic viability of sustainable pasture and rangeland management practices: A review. Agriculture 2025, 15(7), 690; https://doi.org/10.3390/agriculture15070690.

7. Shamaoma, H., Chirwa, P. W., Zekeng, J. C., Ramoelo, A., Hudak, A. T., Handavu, F., & Syampungani, S. (2025, March 11). Utility of UAS-LIDAR for estimating forest structural attributes of the Miombo woodlands in Zambia. PLoS ONE 20(3): e0315664. https:// doi.org/10.1371/journal.pone.0315664.

8. Ngamile, S., Madonsela, S., & Kganyago, M. (2025, March 3). Trends in remote sensing of water quality parameters in inland water bodies: A systematic review. Frontiers in Environmental Science, 13:1549301. doi: 10.3389/fenvs.2025.1549301.

9. Mantlana, B., Nondlazi, B. X., Naidoo, S., & Ramoelo, A. (2024). Insights on who funds climate change adaptation research in South Africa. Sustainability 2025, 17(5), 1993; https://doi.org/10.3390/su17051993.

10. Nondlazi, B. X., Cho, M. A., Mantlana, B. K., & Ramoelo, A. (2025). From species to pixels: Monitoring rangeland quality & productivity by leveraging the NDVI-RCI relationship. South African Geographical Journal, DOI: 10.1080/03736245.2024.2432874.

11. Msesane, Q., Gxokwe, S., & Dube, T. (2025). Groundwater modelling applications coupled with space-based observations in groundwater-dependent assessments: A review on applications, challenges, and future research directions. Physics and Chemistry of the Earth, 138, 103860, https://doi.org/10.1016/j.pce.2025.103860.

12. Terefe, D. A., Nigussie, M., & Habarulema, J. B. (2025). The effect of energy deposition hemispherical asymmetry on characteristics of LSTIDs during 17 March 2015 geomagnetic storm. Journal of Geophysical Research: Space Physics, 129, e2023JA031907. https://doi. Org/10.1029/2023JA031907.

13. Khanyile, S. L., & Nahayo, E. (2025). Geomagnetic jerks observed in geomagnetic observatory data over Southern Africa between 2017 and 2023. South African Journal of Geology, 127(1):131-136, 10.25131/sajg.127.0019.

14. Nel, A. E., & Kotze, P. B. (2025). A comparative investigation of geomagnetic jerks across the SAA during the period 2000–2020. Geophysical Journal International, 239, 192–200, https://doi.org/10.1093/gji/ggae264.

15. Oliveira, D. M., Allen, R. C., Alves, L. R., Blake, S. P., Carter, B. A., Chakrabarty, D., … & Habarulema, J. B. (2025). Predicting interplanetary shock occurrence for solar cycle 25: Opportunities and challenges in space weather research. Space Weather, 22, e2024SW003964. https://doi.org/10.1029/ 2024SW003964.

16. Okoh, D., Cesaroni, C., Habarulema, J. B., Migoya-Orue, Y., Nava, B., Spogli, L., … & Benjamin, J. (2025). Investigation of the global climatologic performance of ionospheric models utilizing in-situ Swarm satellite electron density measurements. Advances in Space Research, 4274-4290, 75(5), 4274-4290, https://doi.org/10.1016/j.asr.2024.08.052.

17. Fagundes, P. R., Pillat, V. G., Habarulema, J. B., Tardelli, A., & Muella, M. T. A. H. (2025). Solar flares and the intricate response of Earth's outer geomagnetic field variation. Journal of Geophysical Research: Space Physics, 129, e2024JA032903. https://doi.org/10.1029/ 2024JA032903.

18. Mayank, P., Lotz, S., Vaidya, B., Mishra, W., & Chakrabarty, D. (2025). Study of evolution and geo-effectiveness of coronal mass ejection–coronal mass ejection interactions using magnetohydrodynamic simulations with SWASTi framework. The Astrophysical Journal, 976:126, https://doi.org/10.3847/1538-4357/ad8084.

19. Maharaj, S. K., Bharuthram, R., & Kourakis, I. (2025). On velocity stopbands in electrostatic solitary wave propagation in magnetospheric plasma in the presence of an ion beam—Application in the solar wind. The Astrophysical Journal, 975:282, https://doi.org/10.3847/1538-4357/ad808d.

20. Hiyadutuje, A., Kosch, M. J., Habarulema, J. B., Chen, X., Stephenson, J. A. E., Matamba, T. M., & Tshisaphungo, M. (2025). Observation of sporadic E layer altitude partially modulated by the traveling ionospheric disturbances at high latitudes over Zhongshan station. Journal of Atmospheric and Solar–Terrestrial Physics, 265, 106377, https://doi.org/10.1016/j.jastp.2024.106377.

21. Fagundes, P. R., Pillat, V. G., & Habarulema, J. B. (2025). Equatorial ionization anomaly disturbances (EIA) triggered by the May 2024 solar coronal mass ejection (CME): The strongest geomagnetic superstorm in the last two decades. Advances in Space Research, https://doi.org/10.1016/j.asr.2025.02.007.

22. Matamba, T. M., Danskin, D. W., & Habarulema, J. B. (2025). High total electron content observed over Zambia. Advances in Space Research, 75, 8222–8231, https://doi.org/10.1016/j.asr.2025.03.023.

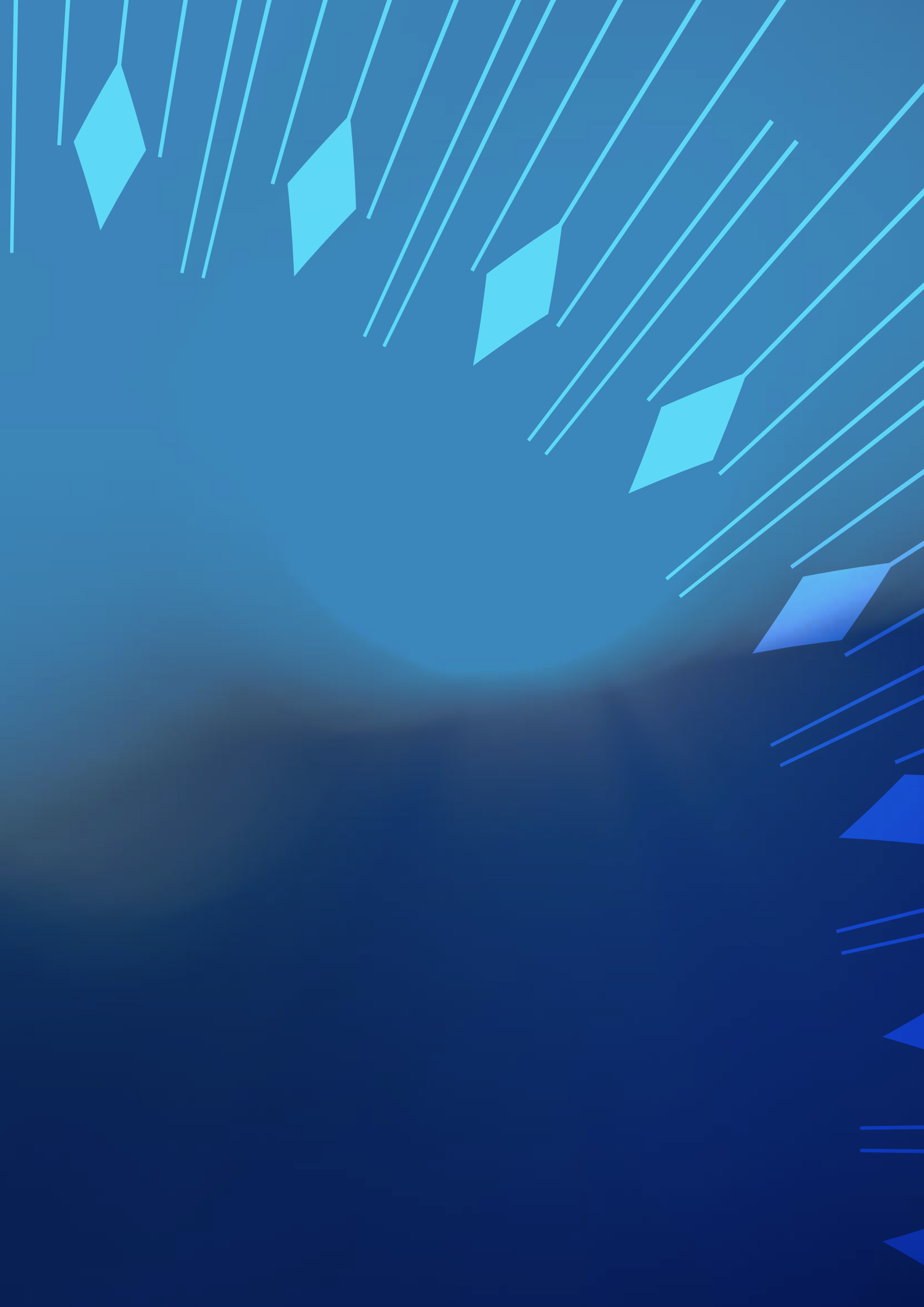
23. McClintock, W. E., Snow, M., Eden, T. D., Eparvier, F. G., Machol, J. L., & Woodraska, D. L. (2025). High precision, high time-cadence measurements of the MgII index of solar activity by the GOES-R Extreme Ultraviolet Irradiance Sensor 2: EUVS-C initial flight performance. Journal of Space Weather and Space Climate, 15(11), https://doi.org/10.1051/swsc/2025006.

24. Krishnamurthy, S., Snow, M., Shapiro, A. I., Krivova, N. A., Chatzistergos, T., & Solanki, S. K. (2025). Solar variability in the MgII h and k lines. The Astrophysical Journal, 980:173, https://doi.org/10.3847/1538-4357/ada6af.

25. Snow, M., Penton, S., Woodraska, D., Béland, S., & Coddington, O. (2025). Calibration of the solar position sensor on GOES-R as a proxy for total solar irradiance I: Modeling the SPS bandpass. Journal of Space Weather and Space Climate, 15(7), https://doi.org/10.1051/swsc/2025004.

26. Greer, K. R., Jones, M., Lumpe, J., Eastes, R., Laskar, F., Smith, E., ... & McClintock, W. E. (2025). On thermospheric molecular oxygen and its relationship to solar activity. Journal of Geophysical Research: Space Physics, 130, e2024JA033224. https://doi.org/10.1029/2024JA033224.

27. Uwamahoro, J. C., Habarulema, J. B., Buresova, D., Mezgebe Giday, N., Habyarimana, V., Aksonova, K., ... & Umuhire, A. C. (2025). Simultaneous evaluation of solar activity proxies during geomagnetic storms using principal component analysis: Case study of the African low and mid-latitude regions. Journal of Atmospheric and Solar–Terrestrial Physics, 270, 106477, https://doi.org/10.1016/j.jastp.2025.106477.

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