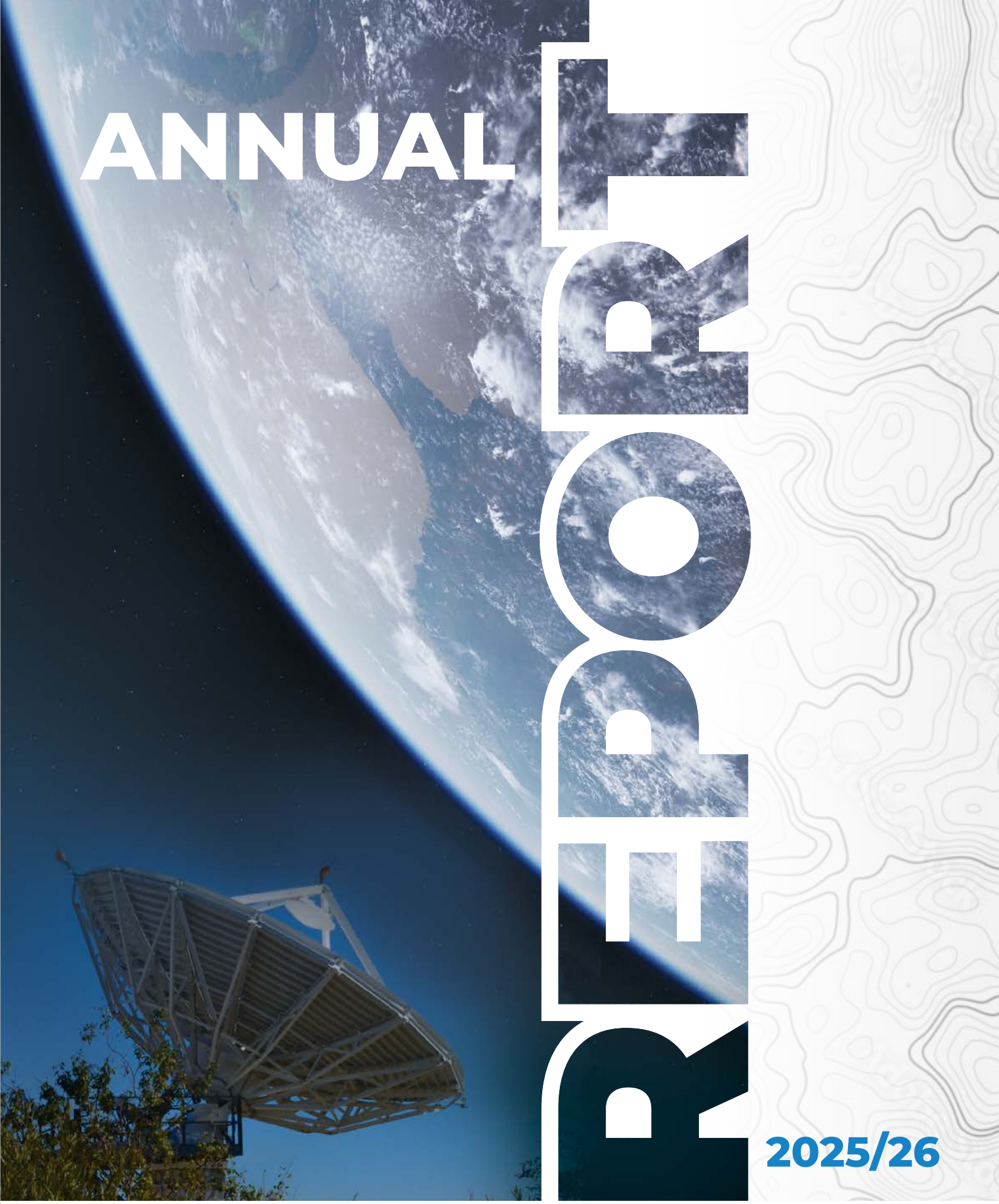

ANNUAL REPORT

2025/26

science, technology & innovation

Department:
Science, Technology and Innovation
REPUBLIC OF SOUTH AFRICA

SANSA
SOUTH AFRICAN NATIONAL SPACE AGENCY

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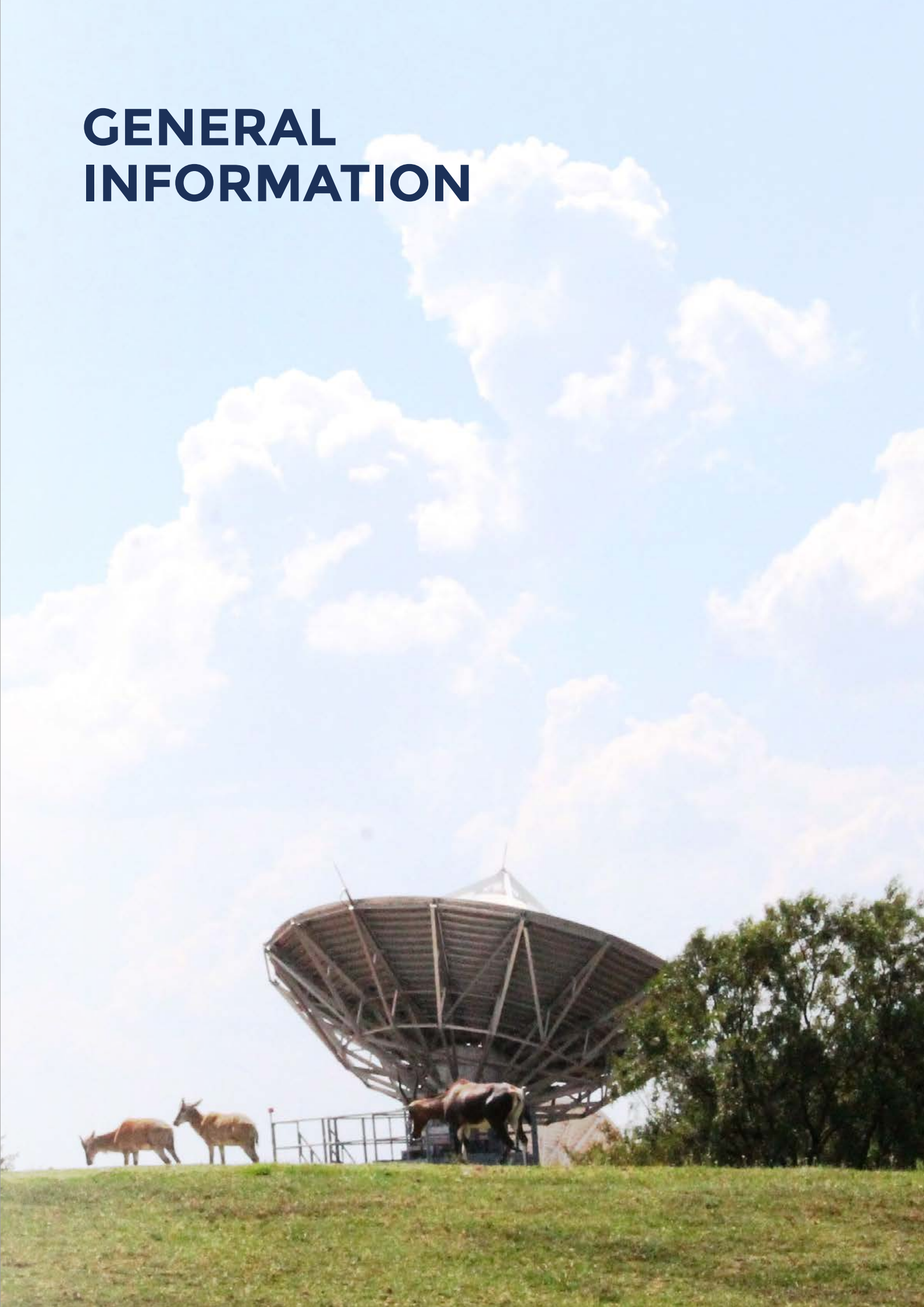
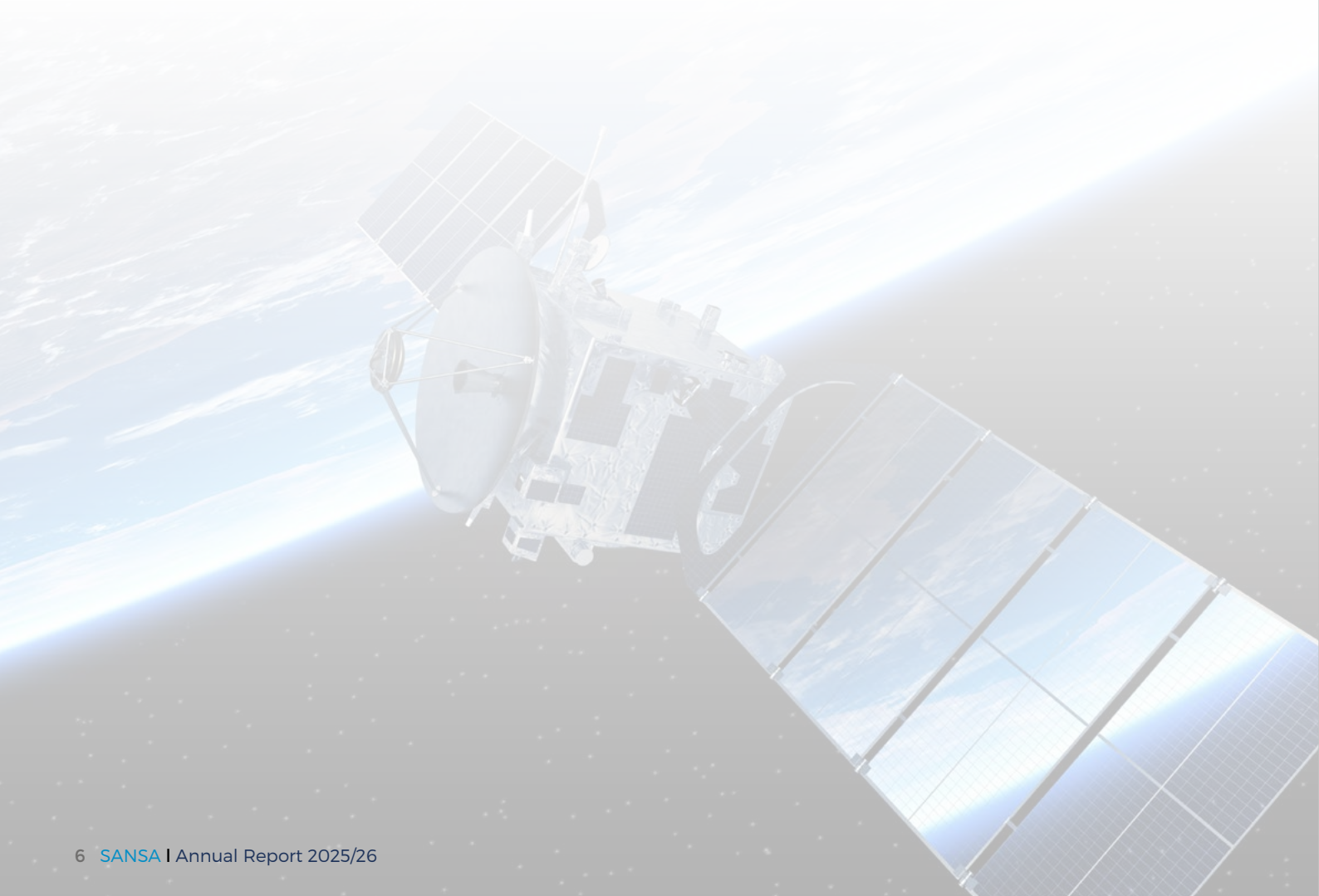
PART A

GENERAL INFORMATION



PUBLIC ENTITY'S GENERAL INFORMATION

Registered Name	South African National Space Agency (SANSA)
Registered Number	Not Applicable
Physical Address	Building 10, CSIR Campus, Meiring Naude Road, Brummeria, Pretoria 0184
Postal Address	PO Box 484 Silverton 0127
Telephone Numbers	012 844 6810
Fax numbers	Not Applicable
E-mail Address	information@sansa.org.za
Website Address	https://www.sansa.org.za
External Auditors	A2A Kopano Incorporated 147 Marais Street, Brooklyn Pretoria 0181
Bankers	ABSA Bank 7th Floor - Absa Towers West 15 Troye Street Johannesburg 2001
Board Secretary	Mr Mmoledi Malokane



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
CDEF	Concurrent Design Engineering Facility
C4SIR	Command, Control, Communication, Intelligence, Surveillance, Reconnaissance
CIPA	Critical Infrastructure Protection Act
Covid-19	Coronavirus Disease 2019
DCDT	Department of Communications and Digital Technologies
DDM	District Development Model
DESA	Digital Earth South Africa
DHET	Department of Higher Education and Training
DoD	Department of Defence
DoT	Department of Transport
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
ERRP	Economic Reconstruction and Recovery Plan
EXCO	Executive Committee
GDP	Gross Domestic Product
GNSS	Global Navigation Satellite Services
GPS	Global Positioning System
HF	High Frequency
HRM&D	Human Resources Management and Development
ICT	Information and Communications Technology
IP	Intellectual Property
JEP	Just Energy Transition
MICTSETA	Media, Information and Communication Technologies Sector Education and Training Authority
MTEF	Medium-Term Expenditure Framework
MTJ	Matjiesfontein

List of abbreviations (continued)

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
PG	Parliamentary Grant
PFMA	Public Finance Management Act (Act No. 1 of 1999), (as amended by Act No. 29 of 1999)
PICC	Presidential Infrastructure Coordinating Commission
PS	Products and Services
PWDs	People With Disabilities
R&D	Research and Development
RSSC	Remote Sensing Satellite Constellation
SAASTA	South African Agency for Science and Technology Advancement
SADC	Southern African Development Community
SAEOS	South African Earth Observation Systems
SANSA	South African National Space Agency
SAR	Synthetic Aperture Radar
SASREC	South African Space Regulatory Council
SCM	Supply Chain Management
SDG	Sustainable Development Goal
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
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 Education and Training
YES	Youth Employment Service

FOREWORD BY THE SANSA BOARD

The 2025/2026 Annual Report is the last Annual Report to be issued by the current SANSA Board, as the term of current Board is coming to an end on the 31st of August 2026. This year SANSA celebrates 15 Years of existence, integrating and co-ordinating the national space capability development effort.

There were a number of achievements made during the tenure of this Board, setting up a practically implementable Strategic Plan for SANSA for the Strategic Planning period 2025 to 2030; maintained sterling Performance in meeting Annual Performance Targets throughout the term of the Board. For the 2025/26 Financial Year, SANSA's Performance against the APP targets was 91%.

The Agency has achieved an unqualified audit outcome (clean audit) for the fourth consecutive year. This sustained achievement demonstrates the Agency's continued commitment to sound governance, accountability, and effective internal controls. In the past 4 Years, SANSA has made massive strides in harmonising the acquisition of space generated data for application, especially with government departments and state-owned entities.

From a Space Diplomacy perspective, a number of agreements have been signed with various nations, in Africa, establishing the necessary platform for collaboration with the African Continent to ensure mutual synchronised development of African Space Capabilities in support of AU Agenda 2063; as well as the relationship with the global space nations to leverage their capabilities support South Africa's space development efforts.

SANSA has completed the first year of implementation of the SANSA 2025-2030 Strategic Plan. The report highlights progress made towards the achievement of the five-year Strategic Plan against the strategic outcomes. Given the Board's strategic leadership, SANSA is in the Ramp Up Phase, and it is moving from a decade of growth to the Intermediate Space Nation Phase.

The implementation of Space Infrastructure Hub (SIH) will remain a key strategic priority over the medium and long term. The Agency will continue implementing corrective actions to address the identified challenges and accelerate the implementation of strategic infrastructure projects, including the Houwteq AIT facility upgrade, the EO-SAT1 programme and the Deep Space Network ground station in Matjiesfontein.

The Board would like to express its gratitude to the Minister of Science, Technology and Innovation, Dr Nzimande and the Department of Science, Technology and Innovation for the relentless support during the 4 Year tenure this Board. To the SANSA employees, the achievements SANSA has attained during the tenure of this Board would not have been attained without your commitment, the Board would like to express our appreciation to you.

Yours Sincerely

Mr Andrew Khutso Msiza
The Board Interim Chairperson

CHIEF EXECUTIVE OFFICER'S OVERVIEW

The 2025/26 financial year marked the start of a new strategic cycle and the first year of implementing SANSA's 2025–2030 Strategic Plan. It was a pivotal year for shaping the organisation's future and laying the foundations for the next five years. Our focus was on translating SANSA's long-term vision into action, aligning our organisational capabilities with our strategic priorities, and building the momentum needed to achieve our intended outcomes and long-term impact.

I am proud of the commitment and resilience shown by all SANSAnites throughout the year. Their expertise and determination, together with support from the SANSA Board and our Shareholder, the Department of Science, Technology and Innovation (DSTI), enabled the organisation to achieve a strong overall performance rate of 91%, with 21 of 23 planned targets met.

Beyond the figures and milestones presented in this report lies the true measure of our success: the positive difference our work makes to the lives of South African citizens and communities. Through initiatives such as the National Resources Management Programme (NRMP), launched in partnership with traditional leaders and local communities, we are using satellite data and Earth observation technologies to improve the management of land, water and other natural resources at the local level. This work reflects our commitment to ensuring that space-derived information reaches those who need it most, supports informed decision-making, and contributes to a more resilient and inclusive South Africa.

Throughout the year, SANSA continued to strengthen the core capabilities underpinning the national space programme. We developed three decision-support tools to expand the use of space-based technologies and enable evidence-based decision-making. The SANSA 24/7 Regional Space Weather Centre was integrated into the International Civil Aviation Organization's global network, further strengthening its role in supporting international aviation safety. Our ground station at Hartebeesthoek remained a key national asset, providing world-class tracking, telemetry, command and hosting capabilities for 53 space missions. Together, these achievements reinforced South Africa's contribution to the global space community and economy as well as demonstrating the practical value of space science and technology in everyday life.

Equally important was our continued investment in developing the next generation of space professionals. Through the Agency's Space Education initiatives, we introduced more than 80,000 young people to the possibilities of space science and technology, and supported 76 interns

> *Our research profile continued to grow. Peer-reviewed analysis confirmed that South Africa produces more than 41% of Africa's space science publications, with SANSA contributing 352 papers, more than 15% of the continent's total output.*

and students through our student and internship programmes. These initiatives are helping to build the skills, knowledge and experience required to support South Africa's growing space economy.

On the global stage, SANSA and the DSTI co-hosted the 6th G20 Space Economy Leaders Meeting (SELM6) in September 2025. Held under the theme "Space as a Catalyst for Inclusive Global Economic Development: Policy, Partnership, and Prosperity," the event brought together heads of space agencies, representatives of the United Nations Office for Outer Space Affairs and the International Astronautical Federation, and leading experts from around the world. Hosting SELM6 placed South Africa at the forefront of global space-economy dialogue and reaffirmed SANSA's standing as a continental leader.

Our research profile continued to grow. Peer-reviewed analysis confirmed that South Africa produces more than 41% of Africa's space science publications, with SANSA contributing 352 papers, more than 15% of the continent's total output. This achievement further affirms our leadership in space science, both on the continent and globally.

I remain deeply confident in the Agency's ability to advance the objectives of the 2025–2030 Strategic Plan, to build an inclusive, competitive and globally recognised space sector, and to fulfil our mandate to address Africa's socio-economic challenges through the power of space science and technology.

I express my sincere gratitude to the DSTI, the SANSA Board, my leadership team, and, above all, every SANSAnite, for their commitment, expertise and passion. Their collective contribution makes these results possible and positions SANSA to deliver even greater impact in the years ahead.

Mr Humbulani Mudau
Chief Executive Officer
31 July 2026

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

To the best of my knowledge and belief, I 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 for annual reports issued by the 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.

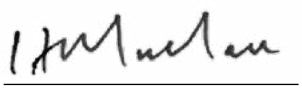
The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgments made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control designed to provide reasonable assurance regarding 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, performance information, human resources information, and financial affairs of the entity for the financial year ended 31 March 2026.

Yours faithfully



Mr Humbulani Mudau
Chief Executive Officer
31 July 2026

Mr Andrew Khutso Msiza
The Board Interim Chairperson
31 August 2026

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 2025/26 financial year.

Vision

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

"Accelerating space innovation for the advancement of all South African citizens and enabling global impact."

Mission

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

"To advance South Africa's national interests by:

- *Leading and pioneering in space science, technology, and innovation;*
- *Transforming and supporting the growth of the space industry; and Collaborating globally to drive inclusive socioeconomic development and a capable state."*

The mission is enabled by building a capable and sustainable space agency.

6.2. SANSA VALUES

As part of the change management and culture development initiative, SANSA has revised its values

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 who 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. STRATEGIC FOCUS AREAS AND PILLARS

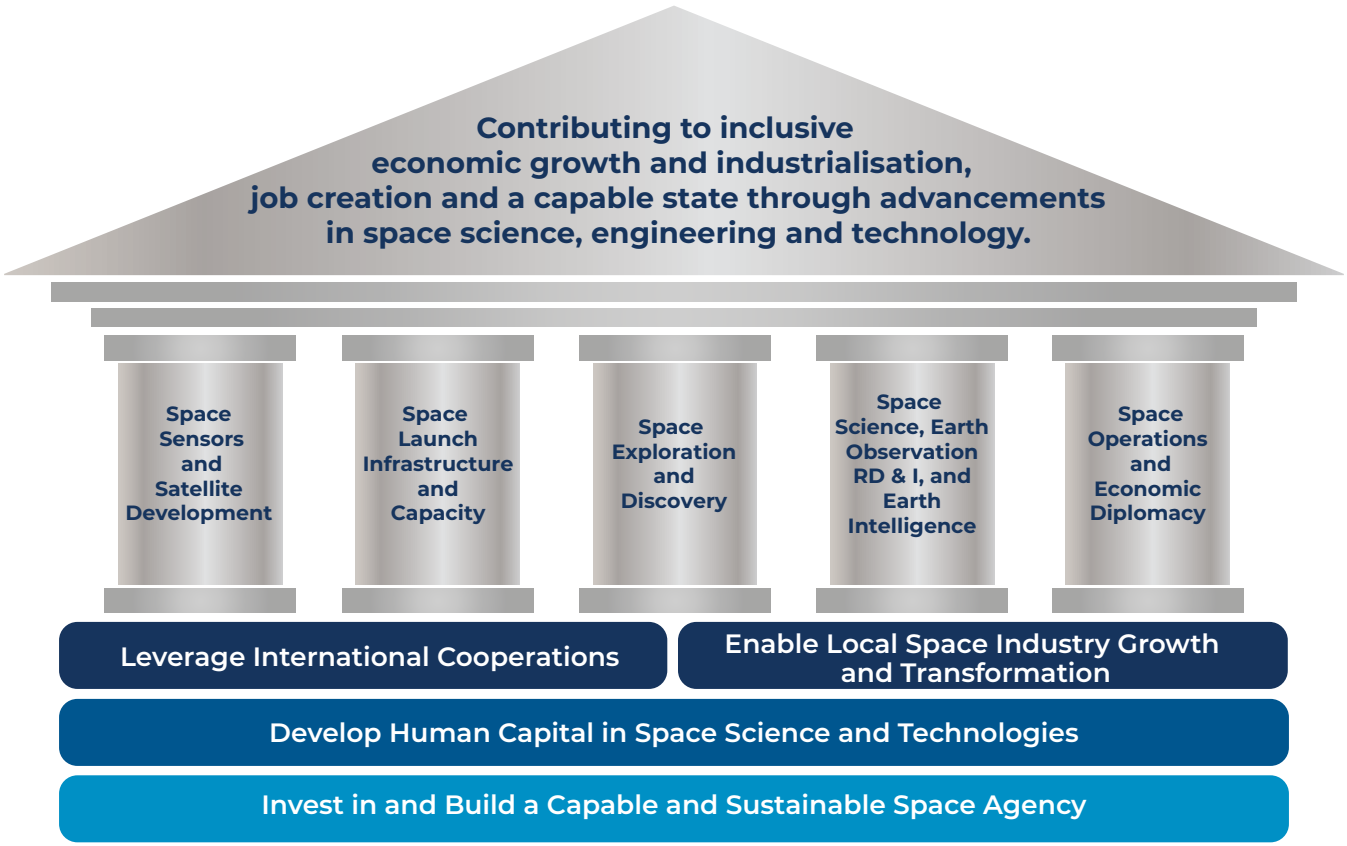


Figure 2: Strategic focus areas and pillars of the RAMP-UP phase for 2025–2030

The 2025/26 financial year marked the inaugural year of implementing the 2025–2030 Strategic Plan. During this period, SANSA entered a critical "Ramp-Up" phase aimed at transitioning South Africa from an Emerging Space Nation, largely characterised as a net consumer of imported space technologies, toward becoming an Intermediate Space Nation. This transition is characterised by the development of domestic space infrastructure, enhanced technological capabilities, and the expansion of locally driven space applications.

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 dtci), 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, with a view to harmonising and streamlining 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.

Critical Infrastructure Protection (Act 8 of 2019): Will repeal the National Key Point Act, which provides for the identification and declaration of infrastructure as critical infrastructure. Once the Act comes into effect, SANSA would need to apply for the classification of its facilities under this Act, rather than under the National Key Point Act.

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 detail 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, the delivery of products and services, and the 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, and
- 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 that provide geospatial, telecommunications, timing, and positioning products and services.

ORGANISATIONAL STRUCTURE

The configuration of SANSA programmes as outlined in the entity's 2025 – 2030 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 effective delivery of its mandate and aspires to realise greater impact on the economy, industry, regional and global space sector.

Figure 3 below reflects the SANSA organisational structure as outlined in the 2025 - 2030 Strategic Plan:

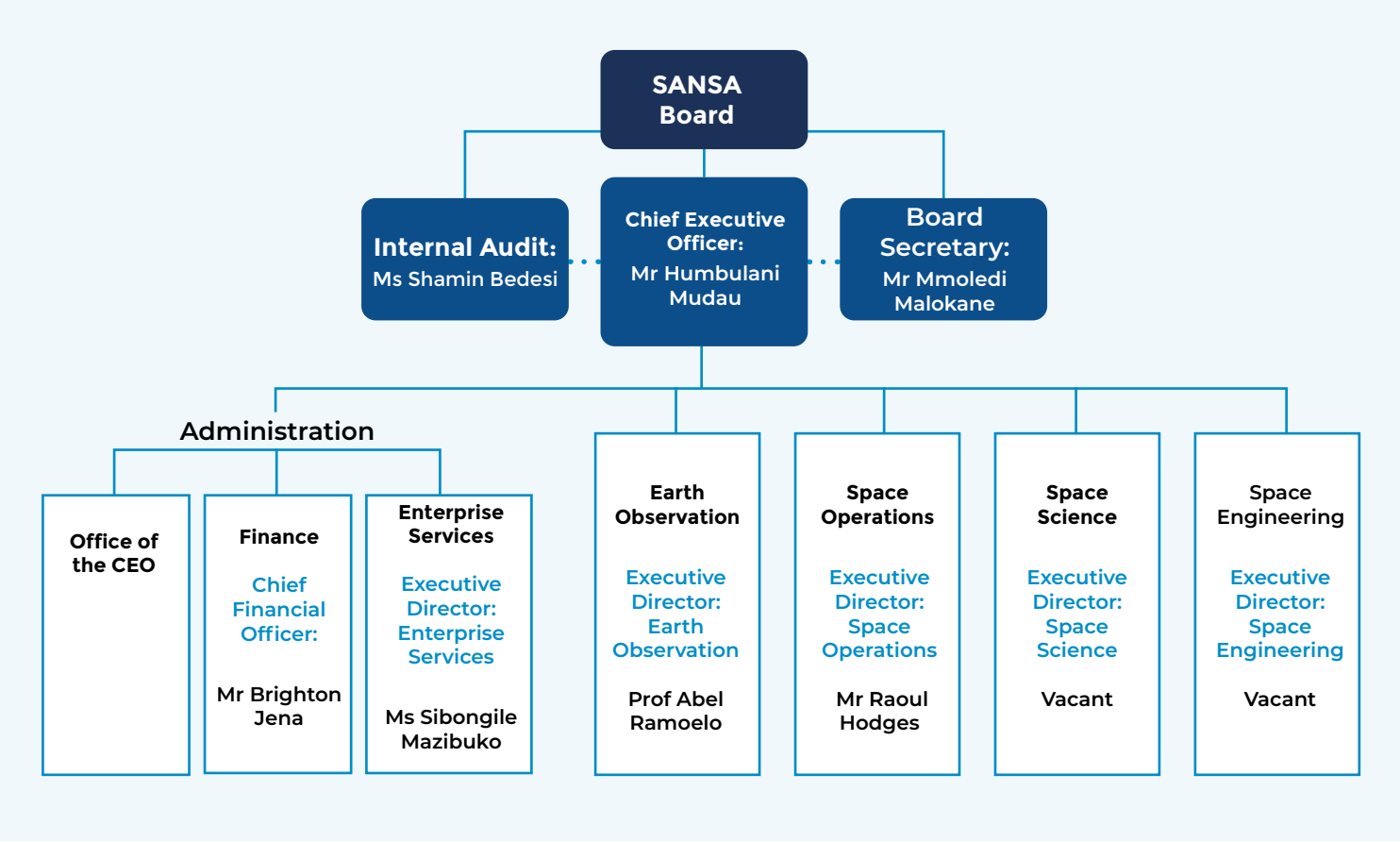


Figure 3: SANSA Organisational Structure

PART B

PERFORMANCE INFORMATION

AUDITOR-GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The External Auditors perform certain audit procedures on the Agency's performance information. The level of assurance provided may be reasonable (an opinion), limited (a conclusion) or none (findings) as predetermined by the AGSA. Assurance in the form of an audit opinion or conclusion on the usefulness and reliability of the reported performance information is currently included in the management report. Material findings are reported in the auditor's report.

Refer to pages **116 - 125** of the Report of the Auditor's Report, published as Part F: Financial Information of the public entity's annual report.

OVERVIEW OF PERFORMANCE

1.1. SERVICE DELIVERY ENVIRONMENT

All of SANSA's work and strategic initiatives are founded on and guided by the agency's mandate, mission and vision of an integrated National Space Capability that addresses socio-economic challenges in Africa by 2030. During the 2025/26 financial year, the Agency remained committed to spearheading strategic initiatives to achieve its desired outcomes and create a conducive environment for the growth and inclusivity of the local space sector.

A key achievement for the 2025/26 financial year was the development and deployment of three (3) decision-support tools. SANSA, through its Earth Observation Programme, is mandated to acquire, archive, process, and disseminate satellite imagery, and to develop innovative Earth Observation products and services that address pressing societal challenges. In fulfilment of this mandate and in alignment with its commitments to the Department of Science, Technology and Innovation (DSTI) under the 2025/26 Annual Performance Plan (APP), SANSA has developed three advanced Decision-Support Tools (DSTs).

These tools represent a strategic investment in digital public infrastructure, designed to translate satellite-derived data into actionable intelligence for government, industry, and civil society. They address three of South Africa's most critical environmental and public safety domains: air quality management, flood disaster preparedness and response, and water resource monitoring.

The Agency continued its public science engagement mandate by reaching a total of 69 471 learners. These space awareness and education activities were guided by the EXCO-approved SANSA Space Education Strategy 2025–2030 for Futureproofing Education, with the vision of producing 450 000 Science, Technology, Engineering, and Mathematics (STEM) entrepreneurs, investors, and wealth creators by 2030.

The target audiences directly engaged include school learners in primary and secondary schools, students at tertiary education institutions, science interpreters in the National Network of Accredited Science Centres, educators, industry, scientists and researchers, decision makers, journalists, the public, indigenous knowledge holders, and tourists.

Various platforms used by the Space Education team include the DSTI Ministerial campaign, district space weeks, direct school visits, African Spacefaring Nation Month focus week, career exhibitions, new and existing partnerships, public engagement through radio and social media, science centres' visits, African and global platforms that include SANSA's existing MoUs, DSTI, SANSA industry events, and SANSA facilities guided tours.

The Agency's developmental agenda aimed at transforming the space industry was aligned with the government's policy imperatives and the DSTI's priorities. The implementation of planned initiatives during the reporting period would not have been feasible without the entity taking due consideration of external factors affecting its service delivery environment.

Key amongst these was an economic environment characterised by low growth, exacerbated by perpetually competing government priorities that reduced the availability of funding streams for SANSA and similar public entities.

1.2. 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.

During the 2025/26 financial year, SANSA's performance was measured against the twenty three (23) performance indicators outlined in the approved Annual Performance Plan, and the entity concluded the year with twenty (20) of these having been met, resulting in a 91% overall achievement of the planned annual targets.

1.3. IMPACT REPORT

SOUTH AFRICA HOSTS THE 6TH SPACE ECONOMY LEADERS MEETING

SANSA, with support from the Department of Science, Technology and Innovation, hosted the G20 Space Economy Leaders Meeting from 1-3 September 2025. The theme was "Space as a Catalyst for Inclusive Global Economic Development: Policy, Partnership, and Prosperity". The delegates included the Heads of Space Agencies, the United Nations Office for Outer Space Affairs (UNOOSA), the International Astronautical Federation (IAF), and several other organisations, consulting firms, economic entities and experts in the fields of space.

The priority of SELM6 was to establish a comprehensive approach for maximising the potential of space technology for inclusive global development, providing the necessary frameworks, funding, and partnerships to drive meaningful and sustainable progress in global economic development and includes: Policy alignment, Public-Private collaboration and knowledge transfer, Capacity building & inclusivity and Sustainable space operations. Hosting SELM marks a milestone for SANSA and South Africa, positioning the country at the forefront of the global space economy.

Figure 4: 6th SELM

SANSA RESEARCH DRIVES SOUTH AFRICA'S LEADERSHIP IN AFRICAN SPACE SCIENCE

A recent peer-reviewed study analysing a decade of African space science research has revealed that South Africa continues to lead the continent in scientific output, with SANSA playing a central role in this achievement (Adebesin, B. O., et al., 2025). Space science research in Africa: Publication trends, citation analysis, and collaborative patterns. Earth and Space Science, 12, e2025EA004254. https://doi.org/10.1029/2025EA004254).

During the 10 years the study focused on: South Africa produced over 41% of Africa's 2 290 space science publications, with SANSA contributing 352 papers, notably more than a third of the national output and 15.4% of the continent's total production. These statistics highlight SANSA's pivotal role in advancing high-impact space science research, supporting national objectives in Earth observation, space weather, atmospheric studies, and innovation that strengthens communications, environmental monitoring, infrastructure resilience, and disaster response.

Figure 5: Africa's Space Research Output

SANSA LEADS INTERNATIONAL RESEARCH

SANSA researcher, Dr John Bosco Habarulema, leads a team of 10 scientists on a prestigious joint research project initiated in 2019–2020. The project, funded by the International Space Science Institute – Beijing (ISSI-BJ) for two years, investigates "Long-term ionospheric effects and their associated modelling during extreme space weather events over the African sector."

The international team represents seven countries: the USA, China, Nigeria, the Czech Republic, Germany, Sweden, and South Africa. The second project meeting was held in Beijing, China, in September 2025. Among the key outcomes was the identification of potential resources for deploying new scientific instruments in Africa through collaborations with various research groups.

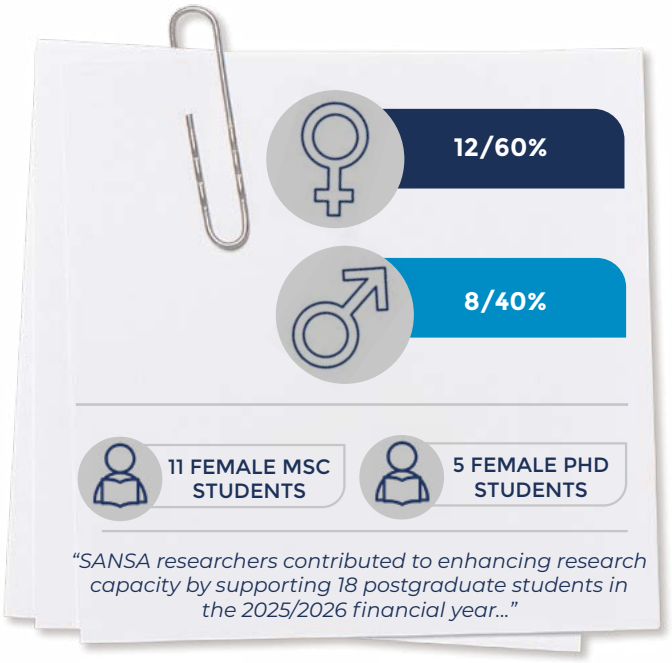
Figure 6: International project team

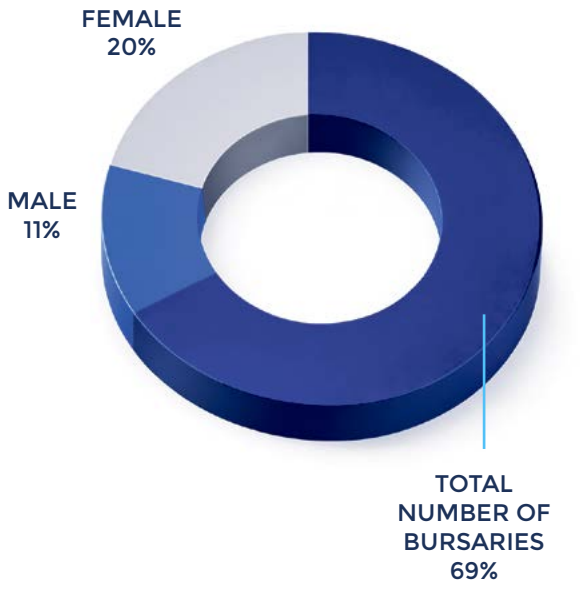
SUPPORTING THE DEVELOPMENT OF CRITICAL SKILLS

Investing in Future Talent: SANSA's 2025/26 Postgraduate Bursary Programme

Each year, SANSA awards postgraduate bursaries (in STEM-related studies) to cultivate a skilled talent pool that supports both the Agency and the growing local space industry.

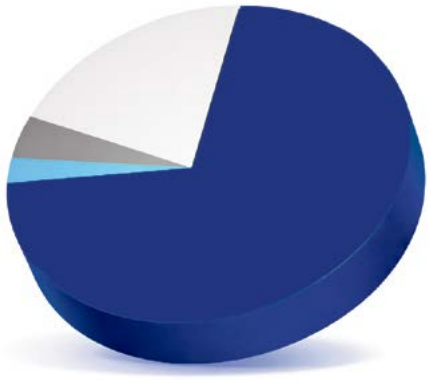
2025/2026 SANSA INTERNS





2025/26 SANSA NUMBER OF STUDENTS

2025/26 STUDENTS FUNDED BY SANSA



Total number of students: 38

- **African:** 40 (75%)
- **Coloured:** 1 (2%)
- Indian: 2 (4%)
- White: 10 (19%)

42%
Female students funded by SANSA

58%
Male students funded by SANSA

16%
Honours

47%
Masters

26%
Doctoral

STUDENT WORKSHOP: THE NEXT GENERATION

SANSA successfully hosted the 6th annual Student Workshop. This virtual event brought together some of the brightest young minds in science, technology, engineering, and mathematics (STEM) and forms part of the SANSA HCD Programme, a strategic initiative aimed at developing the next generation of South African researchers, scientists, and engineers in the space science and Earth observation sectors. The event showcased the progress of 36 outstanding postgraduate students supported through SANSA's bursary and research programmes. These students, registered at various South African universities, are pursuing studies in areas aligned with SANSA's mandate, which includes space weather, remote sensing, Earth observation applications and space engineering.

Throughout the four-day event, students presented their research findings and progress to SANSA staff and academic supervisors and invited experts. Their work reflected innovative thinking, scientific rigour and a deep commitment to advancing South Africa's capabilities in space science and technology. The platform not only highlighted academic achievements but also encouraged professional growth, allowing students to receive constructive feedback and mentorship from SANSA's leading scientists and engineers.

SANSA HERMANUS OPEN DAY: WHERE SCIENCE MEETS FUN

SANSA in Hermanus opened its doors to the local community for a fun day to learn more about the world of Space Science. This year's Open Day exceeded expectations with its high attendance, over 1 000 people attended, and top performances by local artists. The theme, "Science Meets Fun," created a lively and exciting atmosphere and included public lectures on space, children's activities, science shows, an exhibition area showcasing the science ecosystem, and facility tours. External exhibitors, including Overstrand Municipality Tourism, Abagold, Nedbank Hermanus, NRF, iThemba Labs, and others, also showcased the diversity of science and innovation.

Figure 7: The SANSA Hermanus Open Day

EXPANDING HORIZONS: SANSA'S MULTIFACETED SCIENCE ENGAGEMENT INITIATIVES

Science outreach plays a pivotal role in sparking curiosity and making science accessible and relevant to young people. When the youth are exposed to engaging, real-world applications of science and, in SANSA's case, space-related science, it shifts their perception from something abstract in text books to something they can see, explore, and even be part of.

By actively engaging the youth, science outreach also helps nurture the next generation of scientists, engineers, and innovators, creating opportunities for learners from diverse backgrounds to see themselves in these fields, which is essential for building a more inclusive and capable scientific community.

During the 2025/26 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 the delivery of high-demand educator training workshops.

1.4. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

The institutional policies and strategies, as reflected in the 2025 - 2030 Strategic Plan, remained relevant for the 2025/26 Financial Year.

PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

1.5. STRATEGIC OUTCOMES

This Annual Report for the 2025/26 performance period reflects SANSA's progress towards achieving the following five strategic outcomes as outlined in the 2025/2030 Strategic Plan:

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET (End 2029/30)	ACTUAL ACHIEVEMENT AS AT 31 MARCH 2026
MTDP Priority 1: Inclusive growth and job creation **MTDP Priority 3: Build a capable, ethical and developmental state**				
Outcome 1: Enhanced national capability in space science, technology and satellite infrastructure	O1.1. National Space Capability Index (NSCI)	New indicator: Develop methodology for NSCI (Score out of 10)	Year 1: Establish baseline, set five-year targets (score out of 10) Year 3: Assess progress Year 5: Assess achievement against a set five-year target (score out of 10)	Draft methodology for NSCI developed.
	O1.2. Percentage of public awareness of the socio-economic benefits of the national space programme	New indicator: Develop methodology for public awareness survey	Year 1: Establish baseline Year 3: 2.5% improvement on baseline Year 5: 5% improvement on baseline	Service provider appointed and survey to be concluded in 2026/27
MTDP Priority 1: Inclusive growth and job creation **MTDP Priority 3: Build a capable, ethical and developmental state**				
Outcome 2: Increased space-relevant knowledge and decision- support tools that support the developmental agenda	O2.1. Percentage increase in the number of research publications in space science and technologies by South African researchers.	New indicator: Develop methodology and data collection tools	Year 1: Establish baseline, set five-year target Year 3: Assess progress Year 5: Achievement of the set five-year targets	Baseline established: 30–35 space science research papers per annum
	O2.2. Number of decision- support tools deployed in key thematic areas	New indicator	Eight (8) decision-support tools deployed in key thematic areas	Three (3) decision-support tools deployed in key thematic areas
MTDP Priority 1: Inclusive growth and job creation				
Outcome 3: Increased share of the global space market economy	O3.1. National Space Market Share Index (NSMSI)	New indicator	Year 1: Develop methodology, confirm data sources, and establish baseline Year 3: Assess progress Year 5: 0.5% to 2% improvement on baseline	Draft methodology for NSMSI developed
	O3.2. Percentage share of international mission launch supports	30%	30%	30%
	O3.3. Percentage increase in revenue generated from the sale of space-related products and services	2020-2025: 33% (R103m to R137m)	158% increase in revenue generated from the sale of space-related products and services	64%

OUTCOME	OUTCOME INDICATOR	BASELINE	FIVE-YEAR TARGET (End 2029/30)	ACTUAL ACHIEVEMENT AS AT 31 MARCH 2026
MTDP Priority 1: Inclusive growth and job creation				
Outcome 4: A vibrant, competitive and transformed South African space industry	O4.1. Number of Intellectual Property (IP) recognised or filed	Zero (0)	Three (3) IP recognised or filed	0
	O4.2. Percentage of supported MSMEs still in business two years after receiving financial and non-financial support	New indicator (Eight enterprises being supported through the NEO Frontiers Fund)	30% survival rate	Six (6) enterprises supported through the NEO Frontiers in 2025/26 FY. In total, fourteen (14) enterprises are being supported.
MTDP Priority 1: Inclusive growth and job creation **MTDP Priority 2: Reduce poverty and tackle the high cost of living**				
Outcome 5: Increased human capacity in space science, technology and engineering	O5.1. Percentage increase in professional graduates in space-related profession(s)	New indicator	Year 1: Establish baseline, set five-year target Year 3: Assess progress Year 5: Achievement of set five-year target	Baseline established: (80%)
MTDP Priority 3: Build a capable, ethical and developmental state:				
Outcome 6: A capable, sustainable, and high-performing national Space Agency	O6.1. External audit outcome	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings	Unqualified audit opinion with no material findings (2024/25)
	O6.2. Percentage break-even on revenue from products and services sold	New indicator	80%	94%
	O6.3. Percentage brand awareness	22% (2023/24)	Lower target: 25% Desired target: 30% Upper target: 35%	Service Provider (SP) appointed and survey to be concluded in 2026/27 FY

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

OUTCOME 1: Enhanced national capability in space science, technology and satellite infrastructure

In ensuring that the national capability in space science, technology and satellite infrastructure is enhanced, the Agency has developed a methodology for the National Space Capability Index. The NSCI will measure the collective national capability of the space programme. It is a composite weighted score in relation to identified dimensions of SANSA's five-year strategic plan. Each dimension will comprise a metric and a SANSA development programme that is assessed at a point in time, out of a maximum score of 10. The development of the NSCI is expected to be concluded by the end of the second quarter of the 2026/27 financial year.

The Agency has appointed a service provider to survey public awareness of the socio-economic benefits of the national space programme. This survey seeks to reflect on the effectiveness of outreach and communication efforts in educating citizens about how space initiatives contribute to areas such as economic growth, technological advancement, job creation, service delivery, environmental monitoring, and national security.

OUTCOME 2: Increased space-relevant knowledge and decision-support tools that support the developmental agenda

SANSA has successfully developed and deployed three (3) decision-support tools in key thematic areas during the 2025/26 financial year. The tools were on water monitoring, air quality and flood thematic areas. The tools are fully functional and accessible to users, addressing specific needs within identified thematic areas. The programme is expanding the development of the tools and will focus on disaster management, biodiversity and rangelands, agriculture, mining, energy, marine and coastal management, the built environment, and security. The purpose of decision-support tools is to assist decision-makers in making informed choices by offering relevant information and guidance.

The decision-support tools represent a strategic investment in digital public infrastructure, designed to translate satellite-derived data into actionable intelligence for government, industry, and civil society. They address three of South Africa's most critical environmental and public safety domains: air quality management, flood disaster preparedness and response, and water resource monitoring.

OUTCOME 3: Increased share of the global space market economy

SANSA has developed a methodology for the National Space Market Share Index (NSMSI) to measure an increase in its share of the global space market economy. The NSMSI quantifies South Africa's proportion of the global space industry market. It reflects the country's competitiveness and participation in the international space sector, encompassing dimensions of relevance to an intermediate spacefaring nation, for example, satellite manufacturing, launch services, ground equipment, and space-enabled applications and services. The development of the NSMSI is expected to be concluded by the end of the second quarter of the 2026/27 financial year.

OUTCOME 4: A vibrant, competitive and transformed South African space industry

SANSA implemented transformation and industry development strategies, including accelerator programmes for start-ups and targeted support for MSMEs to stimulate the local space economy. A key initiative, the NEOFrontiers Enterprise Innovation Support Fund, was launched in 2024 through a collaboration between SANSA, the National Research Fund (NRF), and TuksNovation. The fund aims to support the development of innovative earth observation solutions and increase the EO market share in South Africa.

During the year under review, the implementation of the programme continued, enabling industry development and the creation of business opportunities by supporting startups and SMMEs. The second year of implementation saw six (6) new startups and SMMEs being awarded funding for their innovation proposals.

OUTCOME 5: Increased human capacity in space science, technology and engineering

The entity has made significant strides to increase capacity in space science, technology and engineering by supporting graduates and interns. SANSA recently conducted an employment survey among its former bursary recipients and interns to evaluate the long-term impact and effectiveness of its Human Capital Development programmes. The primary objective of the survey was to assess the current employment and academic status of alumni, using these indicators as a measure of programme success, relevance, and sustainability. Eighty-one (81%) of respondents are either employed or continuing their studies, which serves as a strong indicator of the positive long-term impact of SANSA's bursary and internship initiatives. In 2025/26 financial year, SANSA was supporting a total of 72 students and interns.

OUTCOME 6: A capable, sustainable, and high-performing national Space Agency

The Agency's consistent achievement of an unqualified audit with no material findings reflects the strength and effectiveness of its internal controls. These governance improvements demonstrate the organisation's commitment to accountability, reinforcing its contribution to building an efficient, effective, and development-oriented public service.

SANSA sought to strengthen national capabilities in space science, technology, and satellite infrastructure by ensuring that the 24/7 Space Weather Centre becomes a self- sufficient and sustainable national asset. To achieve this, the programme focused on acquiring new clients and securing an income grant from the DSTI. As a result, it successfully reached 85% of its break-even target for space weather services (SWx).

1.6. SUMMARY OF 2025/26 ACHIEVEMENT OF STRATEGIC OUTPUTS

A total of 23 performance indicators were due for the 2025/26 financial year (FY). An overview of the Agency's progress towards achieving its planned targets is depicted in the figure below.

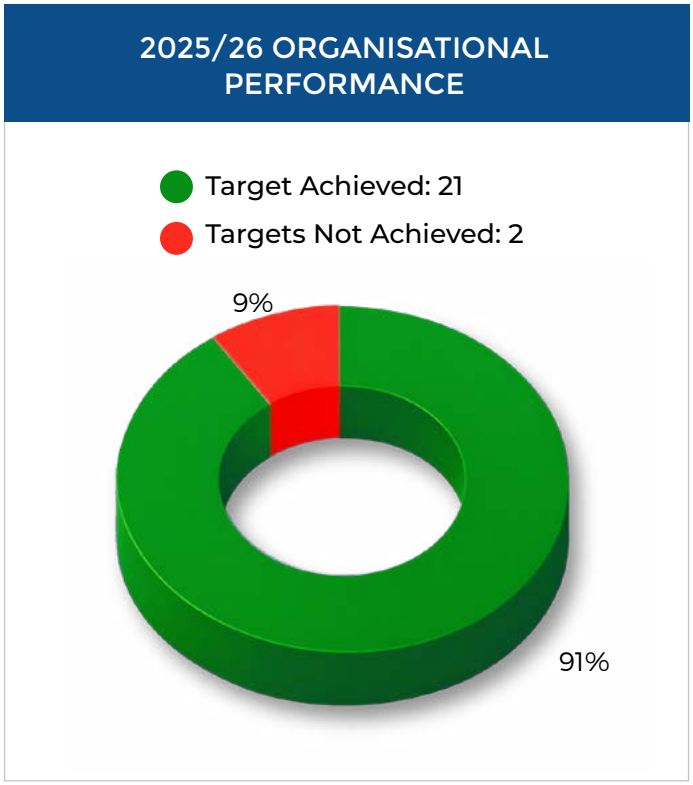


Figure 8: Summary of Annual Performance

SANSA was at an 91% performance achievement level, with the following 2 targets having remained unmet at year-end:

i. **1.5.1 Percentage Achievement of MTJ Project Implementation Milestones:** The project was at 64%. The project was impacted by delays in receiving documentation from contractors, and the Construction Works Permit slowed progress; activities will be accelerated in the new financial year to mitigate the impact.

ii. **1.5.2 Percentage Achievement of Eo-Sat 1 Project Implementation Milestones:** The project was at 27%. The project has experienced delays due to challenges in processes such as the procurement of Configuration Items and the start of the Detail Design. Recommendations on the most viable way forward have been presented and will be considered for urgent implementation in the new financial year.

The two KPI targets that were not achieved are 2 of the main SIH infrastructure projects, the Deep Space Network at Matjiesfontein and the EOSAT-01 Satellite build project. The projects' funding allocations account for over half (57.6%) of the total SIH spending budget variance (R296.2m): EOSAT-1 (R73.8m) and MTJ (R96.8m), respectively.

1.7. CONSOLIDATED PERFORMANCE INFORMATION

Outcome	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Annual Target 2025/2026	Actual Achievement 2025/2026	Variance Against 2025/2026 Target
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.1.1. Number of established partnerships actively contributing to the national space capability	-	New indicator	12	16	+4
	1.2.1. Functional SAEOS portal established	-	New indicator	Functional SAEOS portal established by end of Q2 2025/26	Functional SAEOS portal established by end of Q2 2025/26	No deviation
	1.3.1. Break-even revenue to total SWx Cost	-	New indicator	22%	85%	+63%
	1.4.1. Number of public awareness initiatives implemented	-	New indicator	30	47	+17
	1.5.1. Percentage Achievement of MTJ Project Implementation Milestones	25%	52%	90%	64%	-26%
	1.5.2. Percentage achievement of EO-SAT 1 project implementation milestones	7%	17%	50%	27%	-23%
	1.5.3. Percentage achievement of AIT facility upgrade project implementation milestones	0%	54%	60%	63%	+3%
Outcome 2 Increased space-relevant knowledge and decision support tools that support the developmental agenda	2.1.1. National research productivity score for supported R&D	1616.5	1 807.12	1 500	2 094.05	+594.05
	2.2.1. Number of decision-support tools developed in key thematic areas	-	New indicator	3	3	No deviation
Outcome 3 Increased share of the global space market economy	3.1.1. Rand value of revenue generated from space operations, applications and Services	R149.2 million	R284.8 million	R186 million	R217 million	+ R31 million
	3.2.1. Number of missions supported	-	New indicator	22	53	+31
	3.2.2. Number of exploration missions supported	-	New indicator	2	4	+2
	3.3.1. Number of new hosted facilities	-	New indicator	3	4	+1
	3.4.1. Number of commercial agreements signed	-	New indicator	9	9	No deviation
Outcome 4 A vibrant, competitive and transformed South African space industry	4.1.1. Percentage of contract operational expenditure spend on SMEs	45%	53%	42%	46%	+4%
	4.1.2. Percentage total expenditure spend on Black-owned businesses	-	49%	46.5%	48%	+1.5%

Outcome	Output Indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Annual Target 2025/2026	Actual Achievement 2025/2026	Variance Against 2025/2026 Target
Outcome 5 Increased human capacity in space science, technology and engineering	5.1.1. Number of youth directly engaged on space-related sciences	73 426	60 312	60 000	85 989	+25 989
	5.2.1. Number of students and interns supported for formalised training	90	84	72	76	+4
	5.2.2. Number of students and interns supported for technical training (SO)	-	New indicator	2	17	+15
Outcome 6 A capable, sustainable, and high-performing national Space Agency	6.1.1. Number of initiatives to transform SANSA into a high-performing agency	3	3	2	2	No deviation
	6.2.1. Number of major brand awareness initiatives implemented	-	New indicator	12	18	+6
	6.3.1. ISO accreditation achieved	-	New indicator	ISO 9001	ISO 9001	No deviation
	6.3.2. Development and implementation of ISO standards implementation plan	-	New indicator	ISO standards implementation plan developed	ISO standards implementation plan developed	No deviation

Table 2: Consolidated Annual Performance: 2025/26 Financial Year

PROGRAMME PERFORMANCE INFORMATION

1.8. 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 seamless integration and collaboration within the programmes within the organisation. The Administration Programme comprises two sub-programmes, as follows:

i. **Enterprise Services:** Human resources development and management; legal services; ICT; risk management; communications and marketing; and safety, health, and quality management (SHEQ).
ii. **Finance and supply chain management:** Financial accounting, analysis, and planning; budgeting and cost control; financial reporting in line with internal and statutory requirements; and procurement in compliance with relevant regulations.

PERFORMANCE AGAINST OUTCOMES

In contributing towards the SANSA impact of "inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology", the Administration Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

OUTCOME 1: Enhanced national capability in space science, technology, and satellite infrastructure.

Strategic positioning of SANSA to enhance national capability in space science, technology and satellite infrastructure remains a priority, and as such, the Agency has exceeded the target for the number of established partnerships actively contributing to the national space capability.

OUTCOME 4: A vibrant, competitive and transformed south african space industry.

SANSA aimed to contribute to Outcome 4 by supporting SMMEs and Black-owned businesses (51% ownership) through targeted expenditure. SANSA spent 46% of its operational expenditure on SMMEs and 48% on Black-owned businesses.

OUTCOME 6: A capable, sustainable, and high-performing national space agency.

The programme prioritised two initiatives in the reporting period aimed at transforming SANSA into a high-performing Agency, namely:(i) Human Capital Development (HCD); (iii) Marketing Strategy. The programme implemented 18 major brand awareness initiatives to promote the SANSA brand and raise awareness.

PROGRAMME 1: PERFORMANCE AGAINST 2025/2026 OUTPUT INDICATORS AND TARGETS

Administration Programme

Outcome	Output	Output Indicators	Audited Actual Perfor-mance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achieveme nt 2025/2026	Reason for Deviation
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.1.Established partnerships actively contributing to the national space capability	1.1.1. Number of established partnerships actively contributing to the national space capability	-	New indicator	12	16	+4	The Agency pursued opportunities that enabled successful collaborations with partners, specifically in areas that align with the organisation's strategic intent.
Outcome 4 A vibrant, competitive and transformed South African space industry	4.1. Targeted expenditure	4.1.1. Percentage of contract operational expenditure spend on SMEs	45%	53%	42%	46%	+4%	Spend on SMEs has been prioritised and is evident in the reported achievement
		4.1.2. Percentage total expenditure spend on Black-owned businesses	-	49%	46.5%	48%	+1.5%	Spend on Black-owned businesses has been prioritised and is evident in the reported achievement
Outcome 6 A capable, sustainable, and high-performing national Space Agency	6.1. High-performance initiatives implemen-ted	6.1.1. Number of initiatives to transform SANSA into a high-performing agency	3	3	2	2	No deviation	Not applicable
	6.2. Major brand awareness initiatives implemented	6.2.1. Number of major brand awareness initiatives implemented	-	New indicator	12	18	+6	The year presented an increased number of brand awareness opportunities for the Agency to capitalise on that aligned with evolving national priorities and SANSA's strategic commitments.

Table 3: Administration Performance: 2025/2026 Financial Year

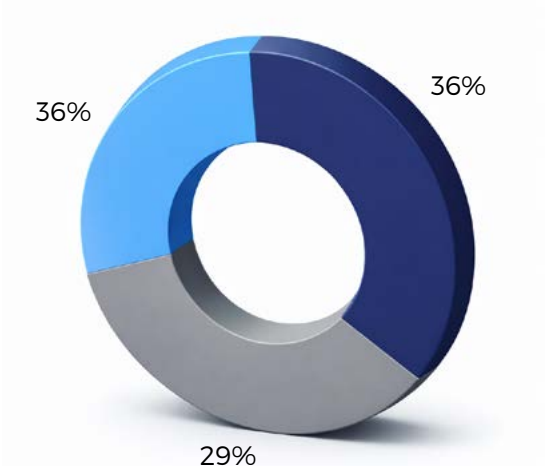
PROGRAMME 1: PERFORMANCE HIGHLIGHTS FOR THE 2025/2026 FINANCIAL YEAR

KEY PARTNERSHIPS AND ENGAGEMENTS

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

SANSA PARTNERSHIPS 2025/2026

- Research Councils
- Multilateral Cooperation
- (BRICS+) International Development



IMPACT HIGHLIGHTS

SANSA formed part of the **Department of Science, Technology and Innovation** delegation led by Minister Dr Blade Nzimande on a visit to China to attend the 2nd Belt and Road Conference on Science and Technology Exchange (BRST). **AIR CAS** was amongst the institutions visited by the Minister during this time.

A trilateral arrangement with the **WRC** and the **SAWS** has been concluded for the development of earth observation technologies for water resources and disaster management. This partnership will develop an earth observation based early warning system incorporating weather and climate data; landcover land-use data, and the analysis of water information and services.

SANSA, in partnership with the NRF and **TuksNovation**, supported by the DSTI launched the second cohort of the NEORofinters fund. The second cohort is composed of 50% youth owned SMMEs.

SANSA and the Department of Science, Technology and Innovation hosted the 6th **Space Economy Leaders Meeting** attended by the **G20 Space Agencies** and institutions: invited space agencies from Africa and abroad, as well as international space bodies: the International Telecommunication Union, the International Astronautical Federation, and the United Nations Office for Outer Space Affairs.

A cooperation agreement (MOU) has been concluded between SANSA and the **Border Management Authority** for ports of entry and border infrastructure management support.

SANSA played a leading role in advancing South Africa's innovation and commercialisation agenda through supporting **TIA** and showcasing space capabilities at the Inaugural South Africa Innovation Week (SAIW 2026). SAIW'26 was established as South Africa's official National Innovation Week, a unifying national platform designed to align capital, talent, research, industry demand, and public-sector priorities into a coordinated national initiative.

National Stakeholder Engagements

National Resources Management Programme

SANSA marked a significant milestone with the launch of its pilot Natural Resources Management Programme initiative at the Mphaphuli Traditional Council (MTC) in Limpopo, aimed at empowering local communities with data-driven tools to enhance informed decision-making. The launch event also formalised a strategic partnership by signing a Memorandum of Understanding (MoU) between SANSA and the MTC, establishing a collaborative framework for the development and ongoing maintenance of an Earth Observation-based Natural Resource Management Information System.

The Natural Resources Management Programme was also launched at the University of Zululand in KwaZulu-Natal and will be launched in the Eastern Cape Province during Quarter 1 of 2026/2027

Driving National Innovation Impact Through Strategic Leadership And Space Capability Showcasing

SANSA played a pivotal role in advancing South Africa's innovation and commercialisation agenda by supporting the Technology Innovation Agency (TIA) and showcasing space capabilities at the inaugural South Africa Innovation Week (SAIW 2026). As the country's official National Innovation Week, SAIW'26 brought together capital, talent, research, industry demand, and public-sector priorities into a single, coordinated platform. This inaugural edition not only demonstrated the potential of a unified innovation ecosystem but also established a strong foundation for a sustained, long-term national movement driving innovation and economic growth.

Border Management Authority (BMA)

SANSA signed a Memorandum of Understanding (MoU) with the BMA for support in ports of entry and border infrastructure management. The partnership enhances the effectiveness, resilience, and security of border management operations, contributing to a more capable and responsive state.

Strengthening South Africa's Earth Observation Industry through Inclusive Smme Growth

The launch of the second cohort of the NEO Frontiers Fund, led by SANSA in partnership with the NRF and TuksNovation and supported by the DSTI, strengthens South Africa's Earth Observation (EO) industry by driving inclusive innovation and enterprise development. With 50% of participating SMMEs being youth-owned, the initiative expands opportunities for emerging businesses, builds local capability, and fosters a more diverse and competitive EO ecosystem. This support contributes to long-term industry growth, skills development, and increased participation in the space economy

Academy Of Science Of South Africa (ASSAF)

SANSA and Assaf held a meeting to discuss SANSA's participation in the Young Scientists Conference; furthermore, the two institutions reviewed the current Memorandum of Understanding (MoU) and areas for implementation. SANSA is now officially a partner in the Young Scientists Conference.

Human Science Research Council (HSRC)

SANSA and HSRC signed a Memorandum of Understanding (MoU) during an HSRC-hosted conference themed "Engaged Research as a Pathway to Bridging Knowledge and Society", to promote and empower communities through integrated space-based solutions.

Continental Stakeholder Engagements

The 6th Space Economy Leaders Meeting (SELM), G20 Space Activities

SANSA and the Department of Science, Technology, and Innovation hosted the 6th Space Economy Leaders Meeting. The event was attended by G20 Space Agencies and institutions, as well as Space Agencies from Africa and other regions. International Space institutions and organisations in attendance included the International Telecommunication Union, the International Astronautical Federation, and the United Nations Office of Outer Space. This strategic convening positioned South Africa and the continent as active contributors to the global space economy and showcased African space capabilities on a global platform.

African Space Solutions Market (MASS)

SANSA's invitation as Special Guest of Honour by the African Space Council at the inaugural African Space Solutions Market (MASS) in Abidjan, co-organised by the African Space Agency and OTIF Space Africa, highlights South Africa's leadership within the continental space sector. Through a dedicated national exhibition stand, SANSA showcased South African space achievements alongside industry partners, strengthening visibility, collaboration, and engagement across the African space ecosystem.

Advancing Disaster Resilience Through Earth Observation Applications

As part of the implementation of the 2024 Regional Support Office (RSO) agreement between SANSA and UNOOSA, SANSA and UNOOSA, the National Disaster Management Centre (NDMC), and the University of Bonn, hosted the RSO Southern African Regional Charter Training Course from 15 to 18 September 2025, aimed at strengthening regional capacity in the use of Earth Observation for disaster response and management.

International Stakeholder Engagement

International Telecommunication Union (Itu), United Nations Office for Disaster Risk Reduction (UNDRR), and Sciences Po's Tech & Global Affairs Innovation Hub, Critical Digital Risks Expert Group

SANSA CEO has been appointed as the Co-Chair of the core "Critical Digital Risks Expert Group" of the ITU, UNDRR, and Sciences Po's Technology and Global Affairs Innovation Hub alongside Prof. Öykü Işık: Digital Strategy and Cybersecurity at IMD. These global institutions and expert groups collaborate to advance global understanding and response to emerging digital and technological risks. And through this partnership, SANSA plays a role within a community that brings together expertise in telecommunications, disaster risk reduction, and policy innovation to strengthen resilience against critical digital threats, promote safer and more reliable digital systems, and support evidence-based global governance frameworks for managing technology-related risks

BRICS

SANSA participated in the BRICS Heads of Space Agencies meeting in Brasilia, hosted by the Brazilian Space Agency (AEB). During this event, SANSA and AEB conducted a bilateral meeting to discuss the progress of their current Memorandum of Understanding (MoU). The two agencies are collaborating on a progress report detailing ongoing projects and recommending potential new projects to be implemented jointly.

PROGRAMME PERFORMANCE INFORMATION

1.9. PROGRAMME 2: EARTH OBSERVATION

PROGRAMME PURPOSE

The Earth Observation (EO) Programme provides applied research to develop and promote Earth observation products for socio-economic development. The programme's core function is geared towards implementation of the South African Earth Observation Systems Strategy (SAEOSS) and advancing the use of space applications and decision-support tools for socio-economic development through key thematic areas that include food security, water resource management, integrated spatial planning and land reform, disaster management, peace and security, oceans economy and global change.

Key functions of the programme include:

i. Provision of research, product improvement and expansion for Earth observation value.
ii. Provision of satellite images, EO value-added products and services using applied research.
iii. Implementation of the SAEOSS and advancing the use of space applications for socio-economic development.

In contributing towards the SANSA impact of "inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology", the EO Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

OUTCOME 1: Enhanced national capability in space science, technology, and satellite infrastructure.

The programme has contributed to enhancing national capability in space science, technology and satellite infrastructure by delivering a functional SAEOSS portal.

OUTCOME 2: increased space-relevant knowledge and decision-support tools that support the developmental agenda.

To strengthen space-related knowledge in support of the broader developmental agenda, the EO recorded a productivity score of 617 against an annual target of 300. The Programme also developed three decision-support tools, demonstrating the Agency's commitment to leveraging space-based technologies for environmental management while contributing to the overall strengthening of knowledge to support the developmental agenda.

OUTCOME 3: Increased share of the global space market economy.

Revenue generation is critical in enabling reinvestment in capacity and capability development to support SANSA's strategic objectives. The EO Programme has generated a total of R25.8 million from space applications and services against the annual target of R50.2 million.

OUTCOME 5: Increased human capacity in space science, technology and engineering.

In contribution to outcome 5, the EO Programme conducted nationwide engagements on space-related sciences, reaching over 69 thousand youth for the financial year. These engagements were strategically delivered across multiple provinces, targeting schools and the broader public to maximise impact and awareness.

PROGRAMME 2: PERFORMANCE AGAINST 2025/2026 OUTPUT INDICATORS AND TARGETS

Earth Observation Programme

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for Deviation
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.2. Accessible South African Earth Observation Systems (SAEOS) data	1.2.1. Functional SAEOS portal established	-	New indicator	Functional SAEOS portal established by the end of Q2 2025/26	Functional SAEOS portal established by the end of Q2 2025/26	No deviation	Not applicable
Outcome 2 Increased space-relevant knowledge and decision support tools that support the developmental agenda	2.1. Productive output of supported research and development (R&D) in space-related sciences	2.1.1. National research productivity score for supported R&D (Earth Observation)	350.24	431.3	300	617.64	+317.64	Numerous high-impact journal articles were published
	2.2. Decision-support tools deployed in key thematic areas	2.2.1. Number of decision-support tools developed in key	-	New indicator	3	3	No deviation	Not applicable
Outcome 3 Increased share of the global space market economy	3.1. Revenue generated from space operations, applications and services	3.1.1. Rand value of revenue generated from space operations, applications and Services (Earth Observation)	-	R66.27 million	R50.2 million	R25.8 million	-R24.4 million	Decision support tools are still under development. The government multi-user agreements are still in process.
Outcome 5 Increased human capacity in space science, technology and engineering	5.1. Youth awareness of space-related sciences	5.1.1. Number of youth directly engaged on space-related sciences	58 076	45 000	50 000	69 471	+ 19 471	Participation in activities and celebrations throughout the year created additional opportunities to engage youth, resulting in wider outreach and increased participation across the country.

Table 4: Earth Observation Performance: 2025/2026 Financial Year

PROGRAMME 2: PERFORMANCE HIGHLIGHTS FOR THE 2025/2026 FINANCIAL YEAR

DECISION-SUPPORT TOOLS

SANSA is mandated to acquire, archive, process, and disseminate satellite imagery, and to develop innovative Earth Observation products and services that address pressing societal challenges. In fulfilment of this mandate, the EO programme has developed three (3) advanced Decision-Support Tools (DSTs) that leverage space-based technologies for environmental management.

These tools represent a strategic investment in digital public infrastructure, designed to translate satellite-derived data into actionable intelligence for government, industry, and civil society. They address 3 of South Africa's most critical environmental and public safety domains: air quality management, flood disaster preparedness and response, and water resource monitoring.

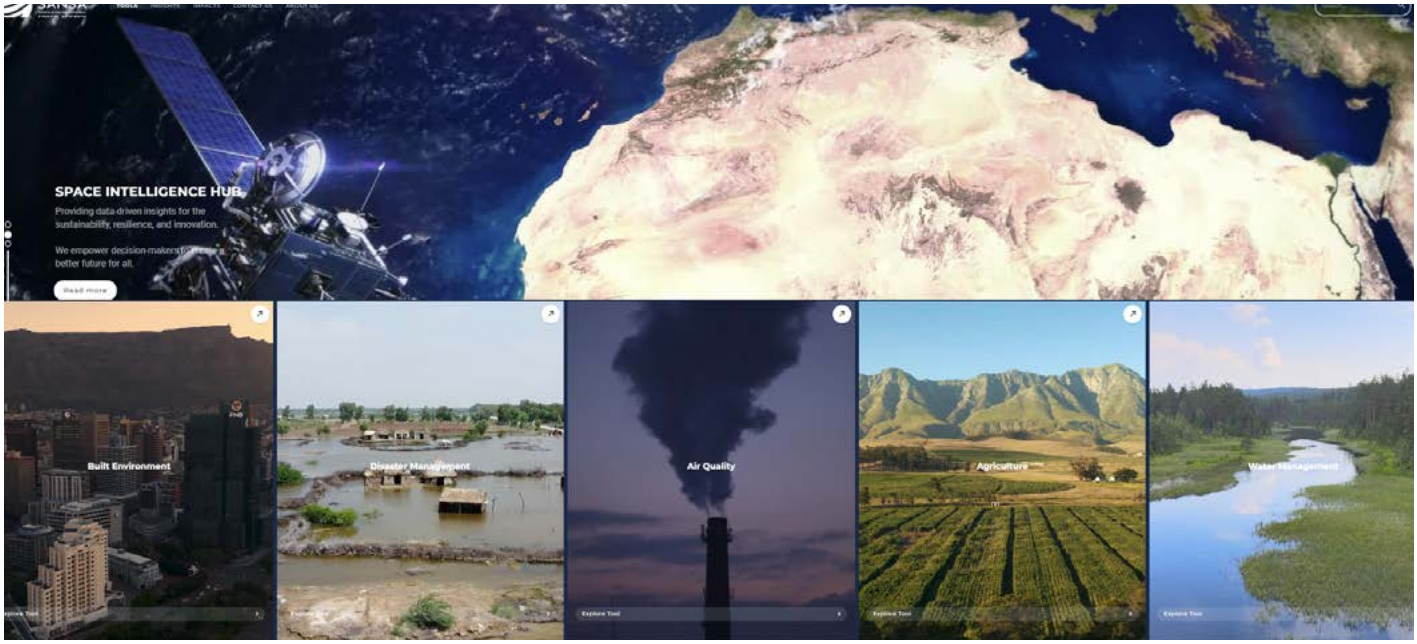


Figure 9: Decision-Support Tools Landing Page (dss.sansa.org.za)

1. Air Quality Decision-Support Tool

The quality of the air people breathe plays a vital role in both health and the sustainability of the environment. Poor air quality can lead to severe respiratory illness, increase the risk of premature death, and reduce quality of life in cities. In South Africa, especially in the industrial Highveld region, ongoing air quality challenges highlight the urgent need for stronger monitoring and more effective management.

The tool utilises the National Air Quality Index (NAQI), derived from satellite-based measurements of key atmospheric pollutants of ambient air quality conditions across South Africa.

By integrating satellite-derived intelligence, the tool offers a comprehensive overview of air quality trends, providing strong evidence for policy development, health interventions, and long-term mitigation planning. As such, it serves as a critical resource for stakeholders in environmental management, public health, and policymaking to assess pollution patterns, identify potential hotspots, and implement appropriate responses.

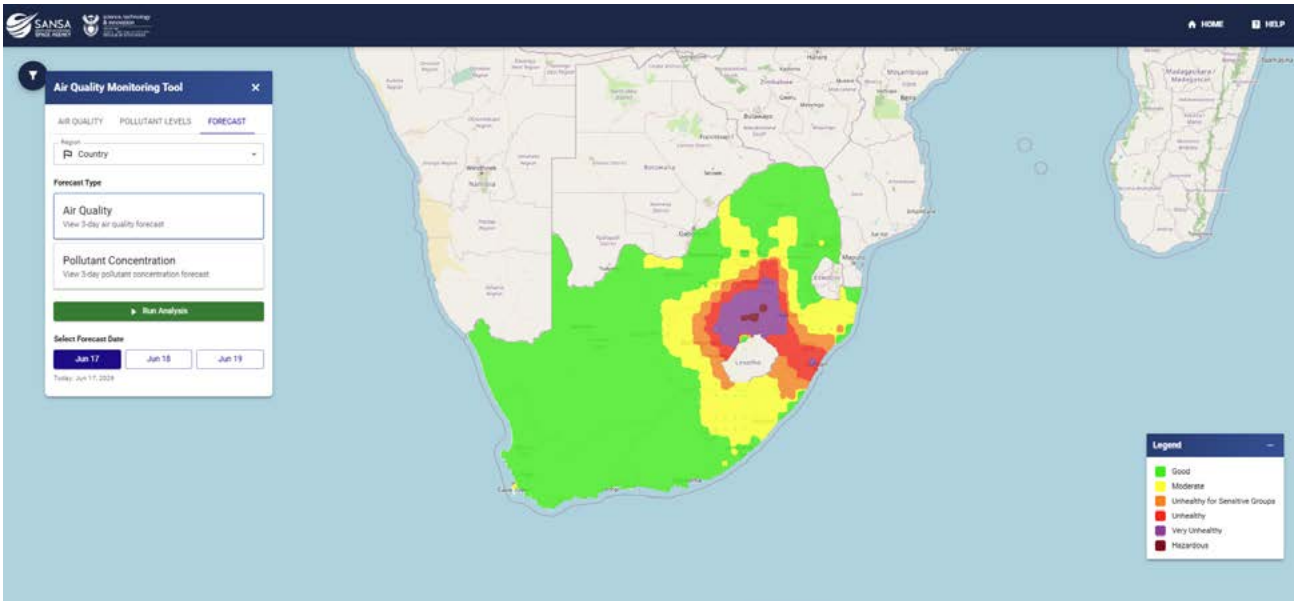


Figure 10: Air Quality Monitoring Tool

2. Disaster Management Tool

In South Africa, weather patterns have become increasingly extreme and unpredictable, with flooding emerging as one of the most frequent, destructive, and deadly natural hazards. The rising severity of flood events continues to cause widespread damage to infrastructure, disrupt essential service delivery, and place significant strain on affected communities. The Flood Decision Support Tool is designed to enhance disaster preparedness, response, and recovery through Earth observation and predictive analytics. It supports decision-makers with near-real-time situational awareness, risk mapping, and early warning systems for floods.

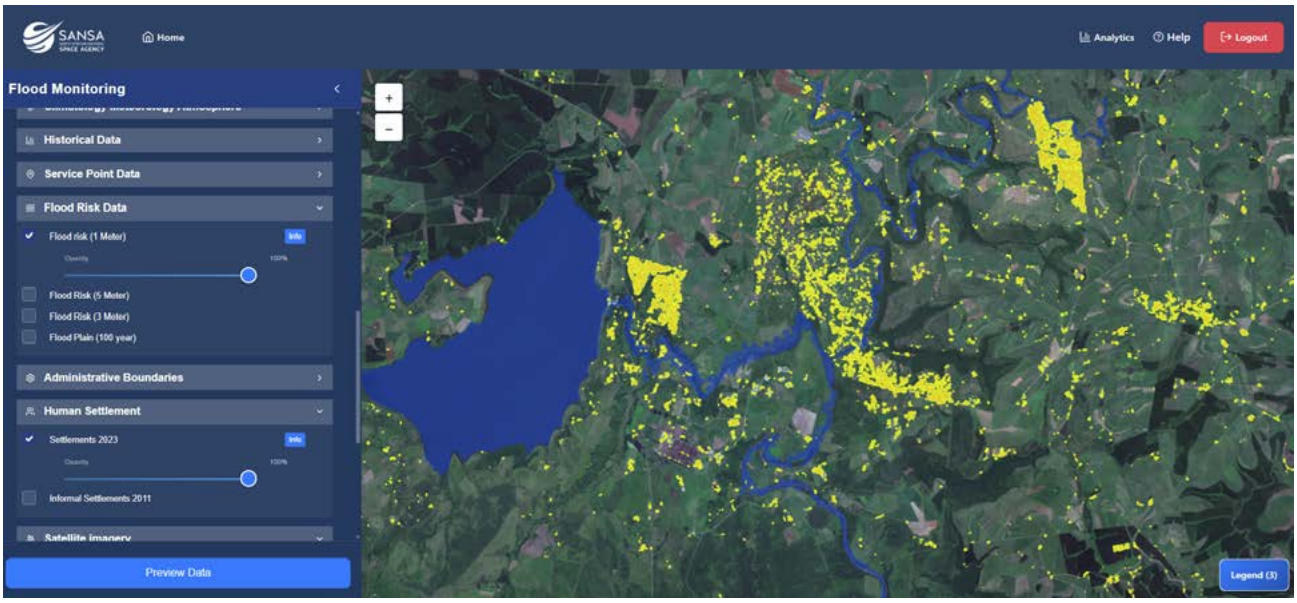


Figure 11: Flood Monitoring Tool

3. Water Monitoring Tool

Water security in South Africa is closely tied to the constitutional right of every person to have access to sufficient, clean, and safe water. It is not only an environmental or infrastructure issue, but also a fundamental human right that underpins dignity, health, and broader socio-economic stability, including food production, energy supply, public health, and ecological integrity. Climate variability, including prolonged droughts, rising temperatures, and irregular precipitation, pose growing risks to both water quantity and quality, often accelerating eutrophication, sedimentation, and ecosystem degradation across the country's dams and catchment systems.

The Water Monitoring Management Tool harnesses satellite-based indicators to provide water resource managers with near-real-time monitoring capabilities across South Africa's water systems, supporting sustainable management, compliance monitoring, and risk assessment in the context of droughts, pollution events, and climate change impacts, and informing water resource planning and policy enforcement.

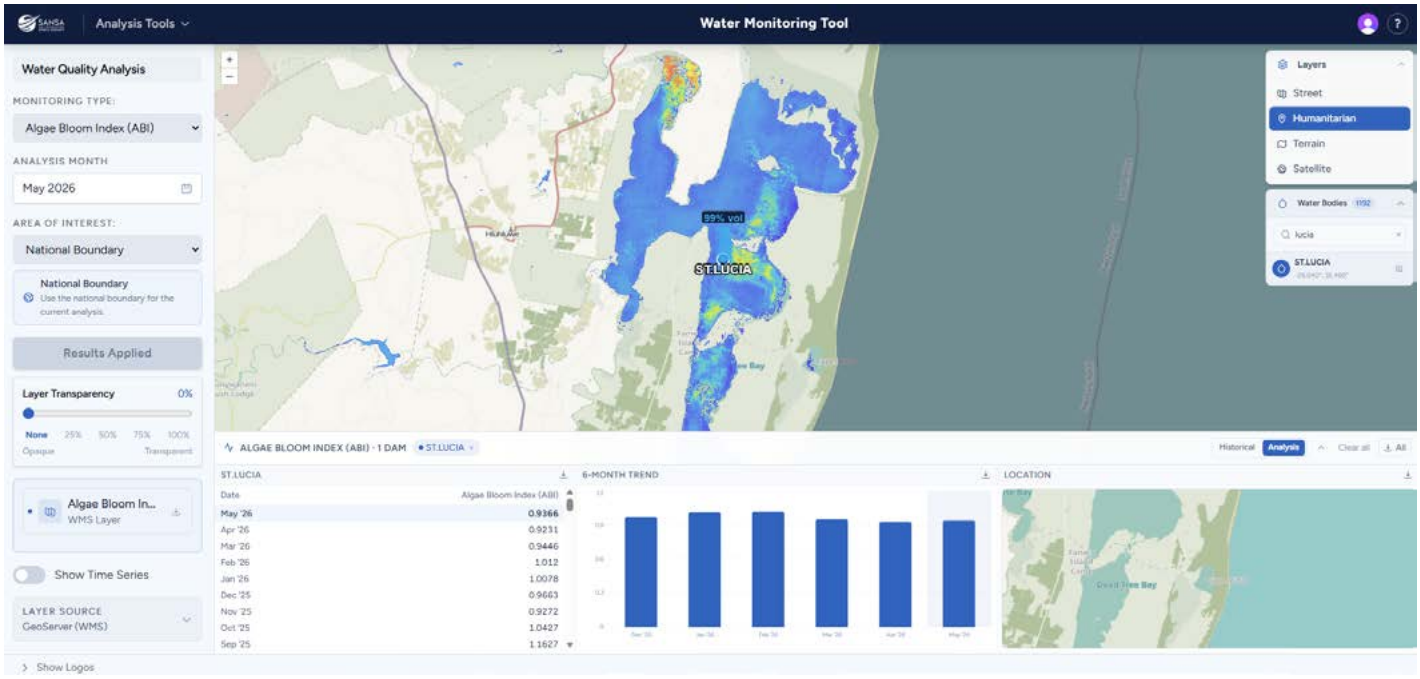


Figure 12: Water Monitoring Tool

SOUTH AFRICAN EARTH OBSERVATION SYSTEM OF SYSTEMS (SAEOSS)

The South African Earth Observation System of Systems (SAEOSS) is designed to serve as a national platform that consolidates all earth observation systems and data across the country. SAEOSS has been developed in response to the 2007 SAEOS Strategy and acts as a central hub, integrating information and datasets collected from land, sea, air, and space by various organisations. By systematically harvesting and organising EO metadata, SAEOSS improves the visibility, accessibility and coordination of EO data easily in a single, centralised place. The platform is envisioned to serve as the primary entry point, a one-stop system for South Africa's EO data, enabling informed decision-making for environmental management, scientific research, and policy development.

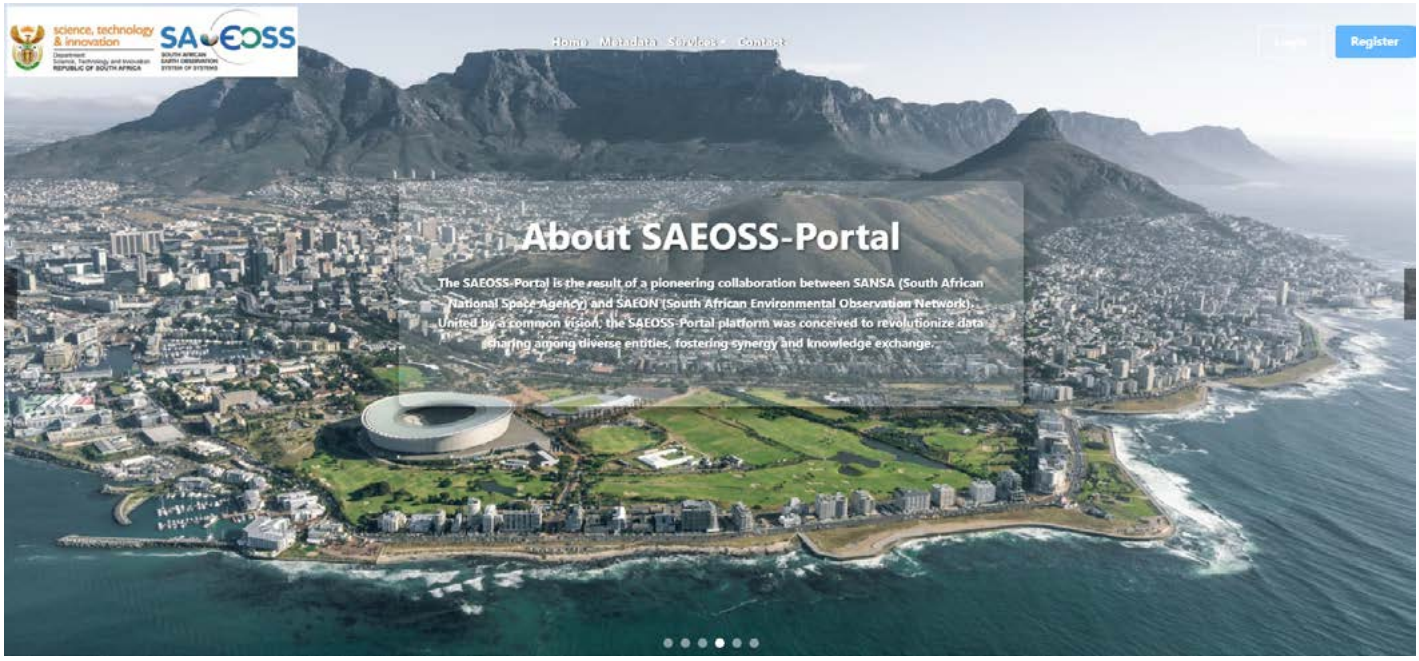


Figure 13: The SAEOSS Portal

NEOFRONTIERS

The NEO Frontiers Enterprise Innovation Support Fund, through a collaboration among SANSA, the National Research Fund (NRF), and TuksNovation, was launched in 2024 to support the development of innovative earth observation solutions and to increase the EO market share in South Africa.

In the year under review, the programme's implementation continued, enabling industry development and creating business opportunities by supporting startups and SMMEs. The second year of implementation saw six new startups and SMMEs being awarded funding for their innovation proposals.

NATURAL RESOURCES MANAGEMENT PROGRAMME (NRMP)

The NRMP was launched during the year to co-create and co-develop insights from Earth observation data to support local communities in making informed, evidence-based decisions and policies, as well as to create business opportunities.

The NRMP aims to strengthen evidence-based policy and decision-making in the management of environmental and natural resources, while supporting national sovereignty over these resources. It promotes integrated, systems-based approaches to spatial planning and sustainable land use and seeks to advance local economic development through rural-based MSMEs. In addition, it contributes to capacity building and human capital development in space-related solutions for students, youth, and communities, and supports the development of a Natural Resource Information Management System (NRIMS) to improve decision-making processes.

The expected outcomes focus on strengthening evidence-based decision-making in land use, environmental protection, and natural resource management, while enhancing national control over resource data to improve negotiation capacity and unlock investment opportunities. The Programme supports inclusive economic growth by enabling communities and SMMEs to benefit from climate resilience, sustainable land management, renewable energy, circular economy, modern agriculture, and eco-tourism initiatives. It also promotes the active participation of traditional leaders and communities in land-use planning, reduces resource exploitation through reliable spatial and Earth observation data, and expands the development of EO products and services through collaboration with academia, industry, traditional councils, and community organisations.

EARTH OBSERVATION PRODUCTS AND SERVICES

Satellite Data/ Imagery Distribution

SANSA distributes satellite data and imagery primarily to support evidence-based decision-making, national development, and environmental management across South Africa and the Southern African Development Community (SADC) region. As the mandated custodian of Earth Observation (EO) data, SANSA provides this information to government departments, municipalities, and the private sector to address socio-economic challenges.

FIRE AND IRRIGATION INVESTIGATIONS

14	14	11	1
Fire reports	Irrigation reports	Flood & Fire Maps	Mining Report

Various EO-derived products and services were provided to the private legal sector as evidence to support litigation processes.

These include Fire Reports, used in fire-related investigations, irrigation reports that support cases involving water use and compliance with the Water Act of 1998, and ad hoc reports developed for specific matters, such as cases involving illegal mining.

Figure 14: Evidence of illegal mining

FIRE AND IRRIGATION INVESTIGATIONS

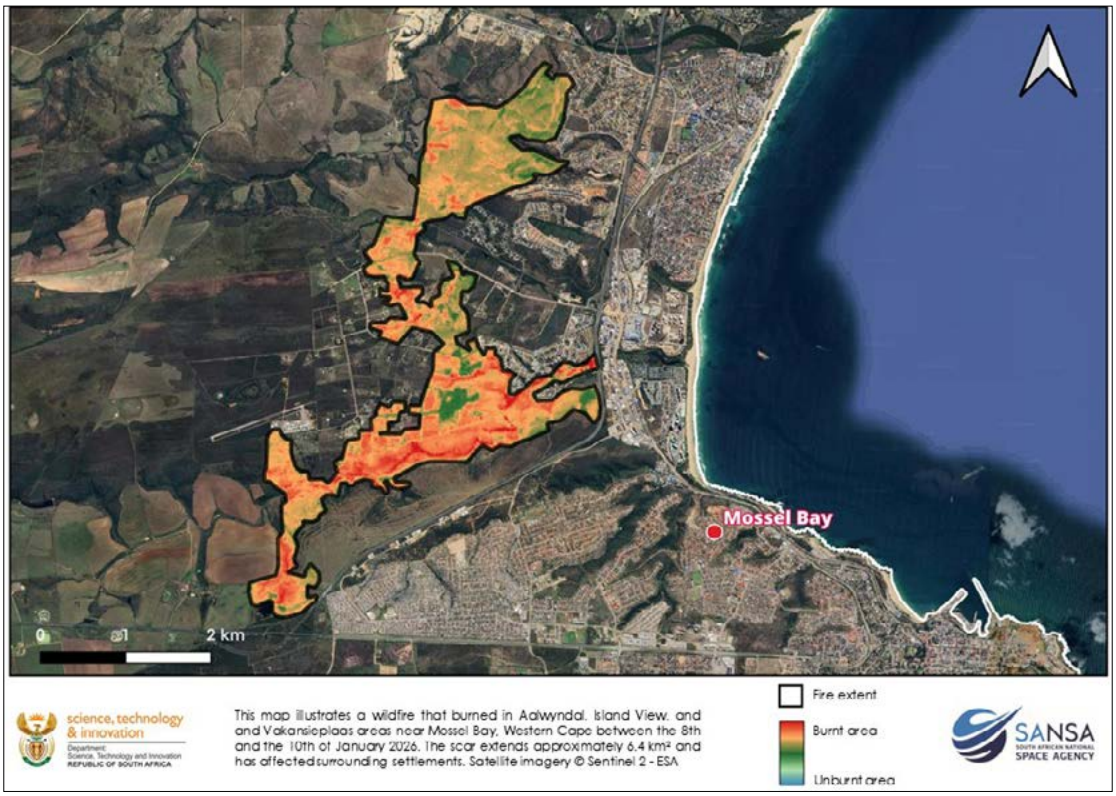


Figure 15: Wildfire burn mapping In Mossel Bay, Cape Town

Various EO derived flood risk maps were developed to support the National Disaster Management Centre in monitoring and responding to flood events in the Eastern Cape, Limpopo, and Western Cape provinces.

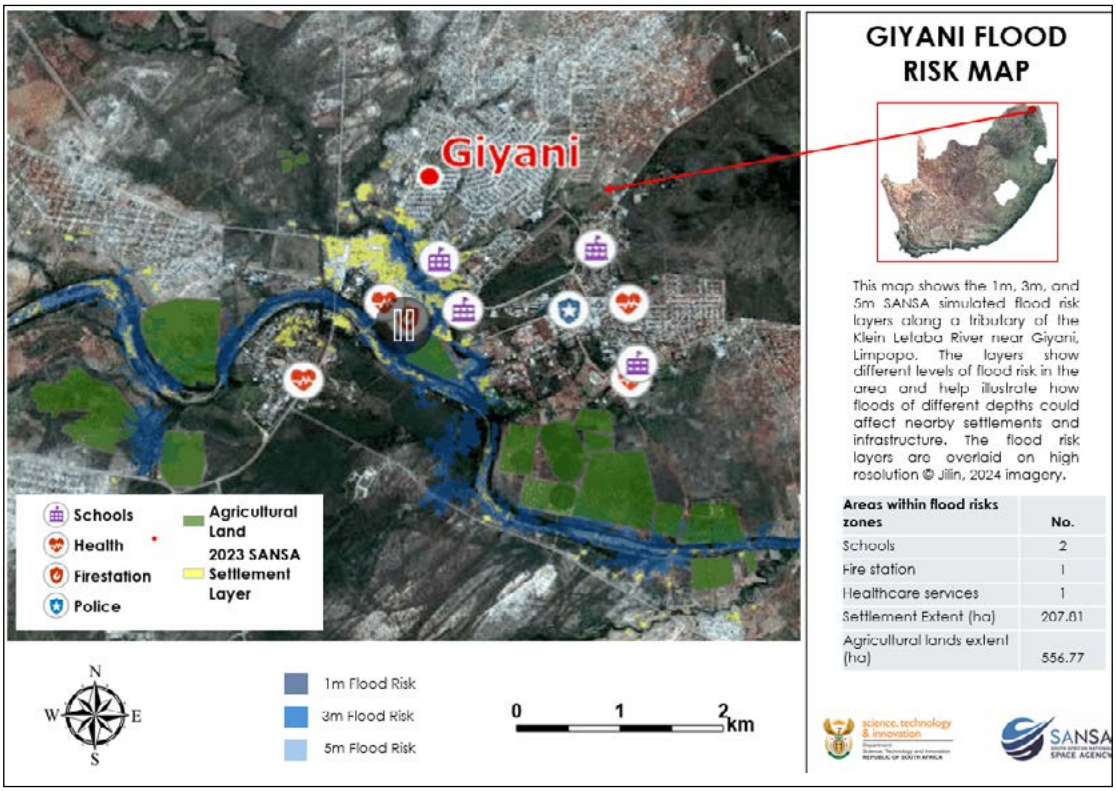


Figure 16: Flood risk mapping In Giyani, Limpopo

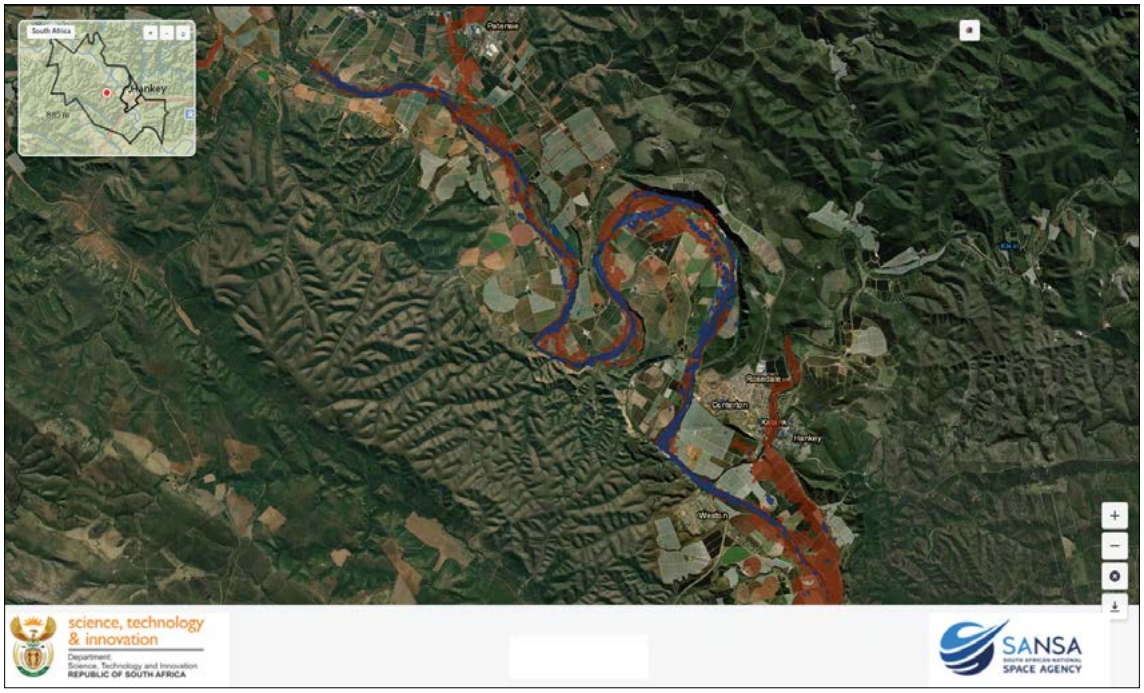


Figure 17: Flood risk mapping in Kouga, Eastern Cape. The blue indicates the flood extent mapping (261.57 ha) across the Kouga Local Municipality, derived from Sentinel-1 SAR imagery. The red indicates the SANSA flood risk model.

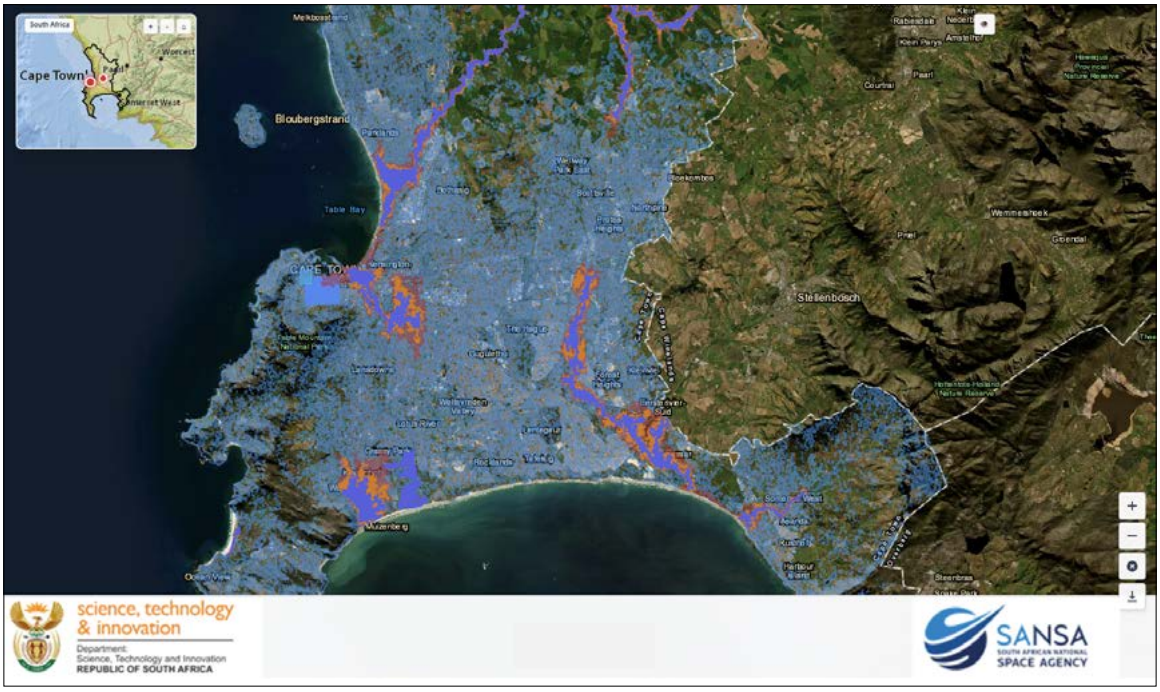


Figure 18: Flood risk mapping In Cape Town, Western Cape. The light blue across the map indicates flood-related surface water observed from Sentinel- 1 SAR imagery covering approximately 47,690 ha.The dark orange, red and dark blue colours indicate the SANSA 1m, 3m and 5m flood risk layers.

1.10. PROGRAMME 3: SPACE SCIENCE

PROGRAMME PURPOSE

The Space Science (SS) Programme leads multidisciplinary space science research and development. Key functions include:

i. The provision of fundamental and applied research, product improvement and expansion for space weather and other geospace and magnetic technology products and services on a commercial and private basis.
ii. The programme also provides leadership in postgraduate science and engineering student training, as well as science engagement through both learner and educator science support.

In contributing towards the SANSA impact of inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology", the SS Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

OUTCOME 1: Enhanced national capability in space science, technology, and satellite infrastructure.

The programme endeavoured to enhance the national capability in space science, technology and satellite infrastructure by ensuring that the 24/27 space weather centre becomes a self-sufficient and sustainable infrastructure and capability for the country. To this end, through the acquisition of new clients and the award of an income grant from the DSTIDSTI, the programme achieved an 85% break-even for the SWx.

Space science further contributed to the national space capability by increasing public awareness through the implementation of 47 awareness activities.

OUTCOME 2: Increased space-relevant knowledge and decision- support tools that support the developmental agenda.

The SS Programme has achieved a research productivity score of 1 476.41 against an annual targeted score of 1 100 and thus increasing space-relevant knowledge that supports the developmental agenda. The target was exceeded due to the publication of a large volume of journal articles during the financial year.

OUTCOME 3: Increased share of the global space market economy.

The SS Programme has contributed significantly to the global space market by generating over R42 million, surpassing the set target of R14.5 million. A strategic, deliberate effort has been made to increase revenue by tracking the number of new commercial agreements during the financial year. Space science has met the target for this indicator and has signed 9 commercial agreements.

OUTCOME 5: Increased human capacity in space science, technology and engineering.

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 76 students and interns were supported through formalised training initiatives.

Space awareness programmes were conducted by the Science Engagement Unit, reaching over 16 000 youths against a target of 10 000 for the financial year under review.

OUTCOME 6: A capable, sustainable, and high-performing national space agency.

Space Science achieved the recertification of ISO 9001, affirming that the programme's quality management system remains effective and aligned with international standards. The accreditation strengthens stakeholder confidence and enhances its reputation. And driving continuous improvement, all of which contributes to the overall outcome of SANSA being a capable, sustainable and high-performing national space agency.

PROGRAMME 3: PERFORMANCE AGAINST 2025/2026 OUTPUT INDICATORS AND TARGETS

Space Science Programme

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for Deviation
Outcome 1 Enhanced national capability in space science, technology, and satellite infrastructure	1.3. Sustainable space weather capability (SWx)	1.3.1. Break-even revenue to total SWx cost	-	New indicator	22%	85%	+ 63%	The target was exceeded as a result of the receipt of additional income from the DSTI
	1.4. Public awareness initiatives implemented	1.4.1. Number of public awareness initiatives implemented	-	New indicator	30	47	+ 17	Weekly facility tours continue to support awareness efforts, complemented by events such as the partial solar eclipse, creating additional opportunities to raise awareness of space weather and related phenomena
Outcome 2 Increased space-relevant knowledge and decision-support tools that support the developmental agenda	2.1. Productive output of supported R&D in space-related sciences	2.1.1. National research productivity score for supported R&D	1 266.26	1 375.82	1 100	1 476.41	+ 376.41	The programme has 9 NRF-rated researchers, and has had multiple high-impact journal articles published
Outcome 3 Increased share of the global space market economy	3.1. Revenue generated from space operations, applications and services	3.1.1. Rand value of revenue generated from space operations, applications and services	-	R27.9 million	R14.5 million	R42.646 million	+R28.146 million	There was an increase in revenue received from public sector as well as foreign income.

Space Science Programme

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for Deviation
	3.4. Commercial agreements signed	3.4.1. Number of commercial agreements signed	-	New indicator	9	9	0	Not applicable
Outcome 5 Increased human capacity in space science, technology and engineering	5.1. Youth awareness of space-related sciences	5.1.1. Number of youth directly engaged on space-related sciences	15 350	15 312	10 000	16 518	+ 6 518	Wider outreach and increased participation across the country
	5.2. Students and interns supported	2.2.1. Number of decision-support tools developed in key	90	84	72	76	+4	SANSA continues to pursue opportunities that allow for the support of students and interns for formalised studies and training
Outcome 6 A capable, sustainable, and high-performing national Space Agency	6.3. ISO standards Implemented	6.3.1. ISO accreditation achieved (Space Science)	-	New indicator	Accredited: ISO 9001	ISO 9001	0	Not applicable

Table 5: Space Science Performance: 2025/2026 Financial Year

PROGRAMME 3: PERFORMANCE HIGHLIGHTS FOR THE 2025/2026 FINANCIAL YEAR

NOVEL SCIENCE

SANSA continues to make significant strides in advancing Africa's role in space science through its leadership in novel science. This is evident in the successful deployment of the African Low Frequency Array (ALFA) project at Marion Island, which serves as a precursor to the Africa2Moon project. The Africa2Moon Technology Demonstrator was selected as a payload on China's Chang'e-8 lunar mission, marking a major milestone toward launching Africa's first lunar science instrument. This mission will test deep-space observation at ultra-low radio frequencies, which are impossible to detect from Earth due to ionospheric interference.

As the space science lead, SANSA is focused on space weather research, with key observations of the Sun planned. On the ground, the ALFA project was successfully deployed in Carnarvon, Sutherland and now on Marion Island. Marion Island's low radio interference makes it ideal for space weather studies.

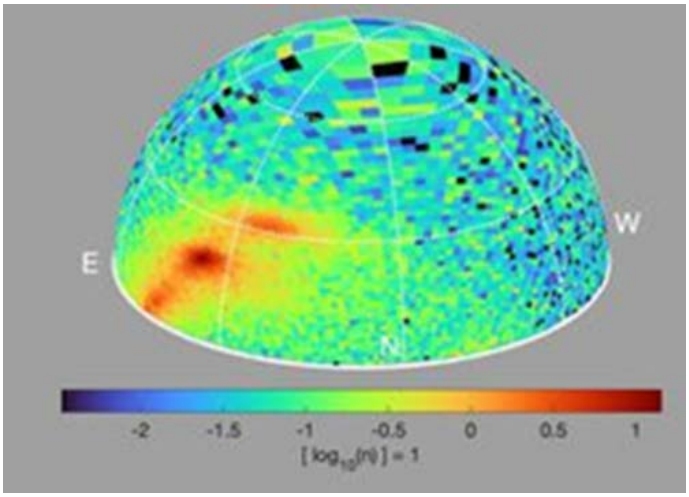


Figure 15: An initial image mapping the low frequencies from the ALFA project

WHEN THE SUN SHOOK AIR RACE X – THE REAL IMPACT OF SPACE WEATHER

SANSA continues to make significant strides in At the 3rd National Space Conference, SANSA presented a case study demonstrating the significant real-world impact of space weather on aviation and navigation. The study highlighted how extreme solar activity disrupted South Africa's Team 77 during the Air Race X qualifying rounds in October 2024, when severe solar flares and coronal mass ejections caused GPS inaccuracies, resulting in 35 failed flight attempts before a successful run. The incident clearly illustrated the operational consequences of space weather on safety, precision, and performance in aviation systems. It also reinforced the critical value of SANSA's 24/7 space weather forecasting services, which provided continuous monitoring and timely updates throughout the event. The case study has since become a powerful example of how SANSA's services directly support risk mitigation and operational decision-making, while continuing to inform stakeholders of the broader impacts of solar activity on technology-dependent sectors.

SOUTHERN LIGHTS ILLUMINATE SOUTH AFRICAN SKIES AS SEVERE GEOMAGNETIC STORM STRIKES

A powerful X1.9 solar flare erupted on 18 January 2026, and the resulting Coronal Mass Ejection (CME) arrived on Earth on 19 January at 21:15 South African Standard Time (SAST), triggering a G4/Severe geomagnetic storm. Conditions peaked again on the morning of 20 January and remained elevated through 21 January, with the Hermanus K-index briefly touching G5/Extreme in the early hours. The storm produced a spectacular side-effect: vivid Southern Lights, aurora. SANSA's 24/7 Space Weather Centre monitored the event in real time, providing timely updates and firmly establishing itself as the authoritative national voice on space weather.

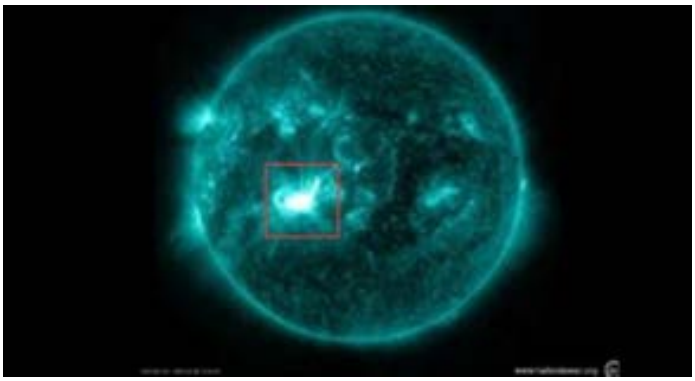


Figure 16: X1.9 solar flare

NEW SOLAR TELESCOPE LIVE_STREAMS THE PARTIAL ECLIPSE

On 17 February 2026, South Africans witnessed a rare afternoon spectacle: a partial solar eclipse visible from large parts of the country as the Moon obscured part of the Sun. SANSA marked the occasion with the operational debut of a significant new piece of infrastructure. For the first time, SANSA used its new solar telescope to livestream the eclipse to the public via YouTube, offering a high-resolution, real-time view of the event. The full annular eclipse was only visible from remote parts of Antarctica.

The telescope will serve as a dedicated redundancy instrument for solar observation at the Space Weather Centre, ensuring continuity when primary instruments are offline. SANSA plans to develop a full solar observatory with the telescope forming the core of that facility. The livestream demonstrated SANSA's growing capability to translate complex space science into compelling public engagement with media coverage of the SANSA stream across the media landscape.

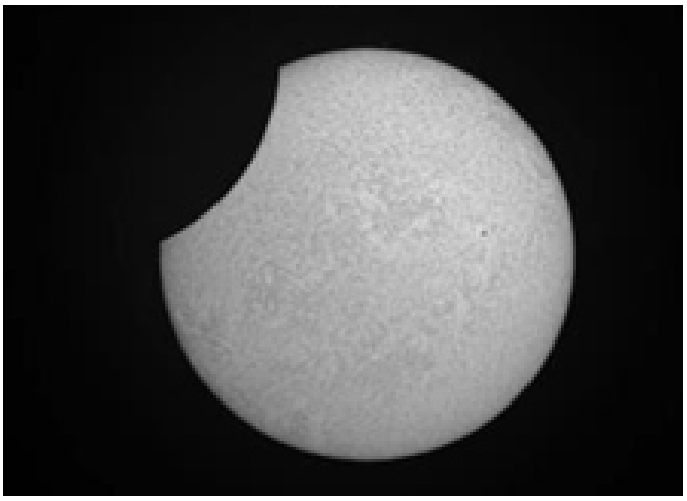


Figure 17: Partial Eclipse

REGIONAL SPACE WEATHER CENTRE INTEGRATION INTO GLOBAL CENTRES

A key milestone was achieved with the integration of the Regional Space Weather Centre (SWXC) into the International Civil Aviation Organisation (ICAO) global framework, ensuring that Africa's space weather data contributes to advisories issued to the global aviation sector, allowing the regional SWXC to support the global SWXCs in providing the Space Weather Information Service (SWIS). This integration supports the Global Air Navigation Plan (Doc 9750) by delivering space weather services that meet performance-based navigation and Communication, Navigation, Surveillance (CNS) requirements.

This milestone ensures that data on solar activity monitored over Africa can now be formally used to create safety advisories for aircraft flying over the continent, ensuring African data is part of the global space weather service.

SANSA SPACE WEATHER AND APPLIED SPACE TECHNOLOGY - ON PAR WITH INTERNATIONAL STANDARDS AND QUALITY

SANSA Hermanus successfully completed its annual ISO 9001:2015 surveillance audit, covering both the Space Weather and Applied Space Technology (AST) divisions.

The recertification reinforces a culture of quality, consistency, and continual improvement that benefits both internal operations and external stakeholder confidence. At its core, recertification demonstrates that the organisation's quality management system remains effective, relevant, and aligned with internationally recognised standards. This provides assurance to clients, partners, and regulators that products and services are delivered through well-controlled, reliable processes. As a result, trust is strengthened, enhancing reputation, competitiveness, and opportunities for growth.

Figure 18: Image 8: SANSA's role in providing space weather information to global ICAO centres.

1.11. PROGRAMME 4: SPACE OPERATIONS

PROGRAMME PURPOSE

The Space Operations (SO) Programme provides global ground segment support to local, regional and international satellite operators and manufacturers, also supporting SANSA Earth Observation programme for the acquisition of satellite data. The HBK facility is uniquely positioned as the primary ground receiving station and Telemetry, Tracking and Control (TT&C) service provider on the African continent with the competitive advantage of having the necessary geographical footprint, full coverage of the entire frequency range and the operational and technical excellence to serve both local and international markets. It enables SANSA to offer comprehensive space operations, including launch support, in-orbit testing, and satellite mission control for both national and international clients, ensuring complete ground segment support throughout the project lifecycle.

With the new ground station at MTJ, South Africa will enhance its deep space capabilities and provide essential services for tracking CubeSats, creating opportunities for local manufacturers to advance their satellite programmes within the entire value chain.

In contributing towards the SANSA impact of "inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology", the SO Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

OUTCOME 1: Enhanced national capability In space science, Technology and Satellite Infrastructure.

The SO Programme contributed to outcome 1 through the implementation of the MTJ project milestones. Although 90% target was set for the financial year, only 64% was achieved. This is mainly due to delays in receiving documentation from contractors, and the Construction Works Permit led to slower progress. As part of mitigation, the design engineers are closely monitoring the contractor's activities, the critical paths on the Proof of Work (PoW) and fast-tracking activities in the new financial year to mitigate the impact.

OUTCOME 3: Increased share of the global space market economy.

In contribution to outcome 3, SO has generated over R148 million from space operations, applications, and services, surpassing the target of R121 million by more than R27 million. These results are due to growth in foreign income from services provided by the SO.

The SO Programme has exceeded the set targets on missions and exploration missions for the 2025/26 financial year by achieving 53 missions and 4 exploration missions, respectively. Further, the programme has hosted a total of 4 new facilities against the target of 3 due to the opportunities capitalised on during the year.

OUTCOME 5: Increased human capacity in space science, technology and engineering.

In an effort to increase human capacity in space science, technology, and engineering, the SO programme has supported a total of 17 students and interns for technical training, against a target of 2.

OUTCOME 6: A capable, sustainable, and high-performing national space agency.

Space Operations achieved the recertification of ISO 9001, affirming that the programme's quality management system remains effective and aligned with international standards. The accreditation strengthens stakeholder confidence and enhances its reputation. And driving continuous improvement, all of which contributes to the overall outcome of SANSA being a capable, sustainable and high-performing national space agency.

PROGRAMME 4: PERFORMANCE AGAINST 2025/2026 OUTPUT INDICATORS AND TARGETS

Space Operations Programme

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for Deviation
Outcome 1 Enhanced national capability in space science, technology and satellite services	1.5. Space infrastructure developed or upgraded	1.5.1. Percentage Achievement of MTJ Project Implementation Milestones	25%	52%	90% achievement of MTJ project implementation milestones	64%	-26%	Delays in receiving documentation from contractors and the Construction Works Permit led to slower progress
Outcome 3 Increased share of the global space market economy	3.1. Total revenue generated from space operations, applications & services	3.1.1. Rand value of revenue generated from space operations, applications and services	-	R172.7 million	R 121 million	R148.557 million	+ R27.557 million	The increase in foreign income contributed to the overachievement
	3.2. Missions supported	3.2.1. Number of missions supported	-	New indicator	22	53	+ 31	The surge was driven by companies and governments rapidly deploying large low-Earth-orbit constellations to provide global internet and secure communications. Lower launch costs, short satellite lifespans, and a competitive race to secure orbital slots and market share led to frequent, high-volume launches.
		3.2.2. Number of exploration missions supported	-	New indicator	2	4	+ 2	Exploration missions are increasing as agencies accelerate their moon and deep-space programmes. Lower launch costs and global competition also pushed more missions to launch within the same timeframe.

Space Operations Programme

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement	Reason for Deviation
Outcome 3 Increased share of the global space market economy	3.3. New hosted facilities	3.3.1. Number of new hosted facilities	-	New indicator	3	4	+ 1	SO capitalised on opportunities to host a new facility
Outcome 5 Increased human capacity in space science, technology and engineering	5.2. Students and interns supported	5.2.2. Number of students and interns supported for technical training	-	-	2	17	+15	SANSA focuses on in-service trainees, as these students require practical work experience to obtain their qualifications and fulfil their work-integrated learning (WIL) requirements, thereby growing the skills pipeline and transforming the industry.
Outcome 6 A capable, sustainable, and high performing national Space Agency	5.2. Students and interns supported	6.3.1. ISO accreditation achieved	-	-	Accredited: ISO 9001	ISO 9001	No deviation	Not applicable

Table 6: Space Operations Performance: 2025/2026 Financial Year

PROGRAMME 4: PERFORMANCE HIGHLIGHTS FOR THE 2025/2026 FINANCIAL YEAR

The 2025/26 financial year marked a period of sustained achievement and strategic advancement for the SANSA Space Operations Programme. The programme demonstrated consistent performance in its core mandates of mission support, infrastructure development, and international stakeholder engagement while simultaneously managing one of the most active project portfolios in its history.

DEVATION AGAINST THE OUTPUT INDICATION TARGET

1.5.1 Percentage Achievement of MTJ Project Implementation Milestones

The deviation is mainly due to delays in receiving documentation from contractors, and the Construction Works Permit led to slower progress. As part of mitigation, the design engineers are closely monitoring the contractor's activities, the critical paths on the Proof of Work (PoW) and fast-tracking activities in the 2026/27 financial year to mitigate the impact.

DRIVING INNOVATION AND EFFICIENCY

Throughout the 2025/26 financial year, SANSA demonstrated a strong drive for innovation by developing a suite of in-house digital tools to enhance operational efficiency and strengthen satellite mission support.

Automation has been central to this progress, with systems such as the ESA Scheduler eliminating manual scheduling errors by automatically processing mission requests, detecting conflicts, and applying priority rules in real time. The Advanced Automated Mission Scheduling and Operations Dashboard further transformed the way operators manage ground station activities by consolidating satellite pass information from multiple sources into a single real-time platform that provides visual conflict alerts and improves situational awareness. Supporting these tools, the TLE Ingestion and Orbit Propagation Service ensures that scheduling and prediction systems always work with the most current and validated orbital data, eliminating the need for manual updates. Together, these innovations reflect SANSA's commitment to leveraging automation not only to reduce manual workload but to raise the standard of precision and reliability that complex satellite mission support demands.

CLIENT ENGAGEMENT AND BUSINESS DEVELOPMENT INITIATIVES

The 2025/2026 financial year was distinguished by an unprecedented level of international engagement, with the team participating in high-value conferences, bilateral meetings, and sector-specific discussions across multiple continents. These engagements reinforced SANSA's standing in the global space operations community and generated a strong commercial pipeline.

SPACEOPS 2025 CONFERENCE, MONTREAL, CANADA

Participation in the SpaceOps 2025 Conference in Montreal was one of the defining milestones of the financial year. The conference served as a premier platform for knowledge exchange, international collaboration, and the global showcasing of SANSA's operational capabilities and strategic ambitions.

The conference brought valuable attention to the Deep Space Network (DSN) in Matjiesfontein (MTJ), with high-level discussions held with international industry leaders.

These engagements demonstrated strong interest in SANSA's existing and planned capabilities and are expected to yield promising business opportunities that will support the long-term development of the MTJ site.

Figure 19: SpaceOps 2025

INFRASTRUCTURE PROJECTS AND UPGRADES

Space Operations managed a broad portfolio of infrastructure and technology projects at the Hartebeesthoek (HBK) facility and associated sites. These projects collectively expanded operational capacity, enhanced service capability, and ensured the long-term resilience of SANSA's ground station infrastructure.

AIRCAS EXPANSION

The AIRCAS expansion programme, undertaken in partnership with the Aerospace Information Research Institute of the Chinese Academy of Science, progressed through design, contracting, and construction phases during the financial year. Designs for the SA02 and SA03 installations were completed and signed off, and construction is actively underway.

Figure 20: AIRCAS expansion construction

KSAT ANTENNA INSTALLATIONS

The KSAT HA08 and HA09 antenna installations were completed during the financial year. The completion of these installations enhances Hartebeesthoek's operational capacity and strengthens the long-standing partnership with KSAT.

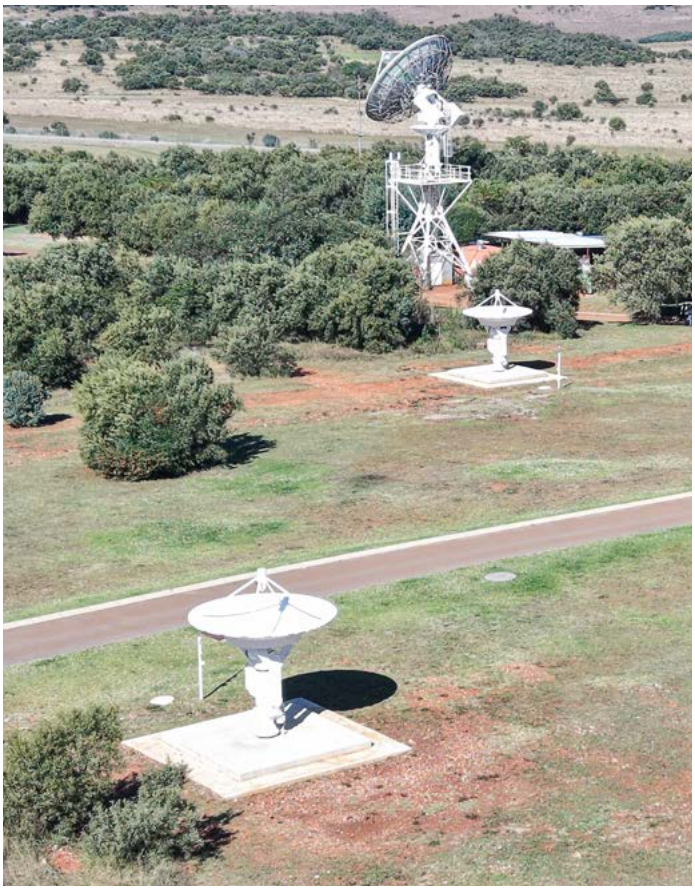


Figure 21: KSAT HA08 and HA09

EGNOS V3 PROJECT

SANSA implemented an EGNOS V3 (European Geostationary Navigation Overlay Service) system to support monitoring and integrity of European satellite-based augmentation signals. The EGNOS V3 project was completed during the financial year.

INDIAN SPACE RESEARCH ORGANISATION (ISRO) IRMS PROJECT

The ISRO Indian Range Instrumentation and Measurement System (IRIMS) project was fully completed. The project monitors interference affecting GNSS/GPS signals.

Figure 22: Indian Space Research Organisation (ISRO) IRMS Project

MATJIESFONTIEN DEEP SPACE COMPLEX

The Matjiesfontein (MTJ) Deep Space Complex remained the programme's most strategically significant infrastructure project throughout the 2025/2026 financial year. Designed to serve as a next-generation ground station supporting deep space exploration missions and commercial satellite operations, the project advanced from early enabling works to active construction by year-end, with progress recorded across all primary workstreams.

Figure 23: Deep Space Network in MTJ

MISSION SUPPORT

SANSA Space Operations provided mission support services to commercial and government satellite operators throughout the 2025/2026 financial year, covering the full mission lifecycle from launch and early orbit through to routine operations, special manoeuvres, and ranging activities. The programme exceeded planned output targets in multiple quarters, demonstrating both operational agility and the growing market demand for SANSA's ground support capabilities.Network availability for all client-facing systems was maintained at 100% throughout the year.

Annual Mission Support Summary

Figure 24

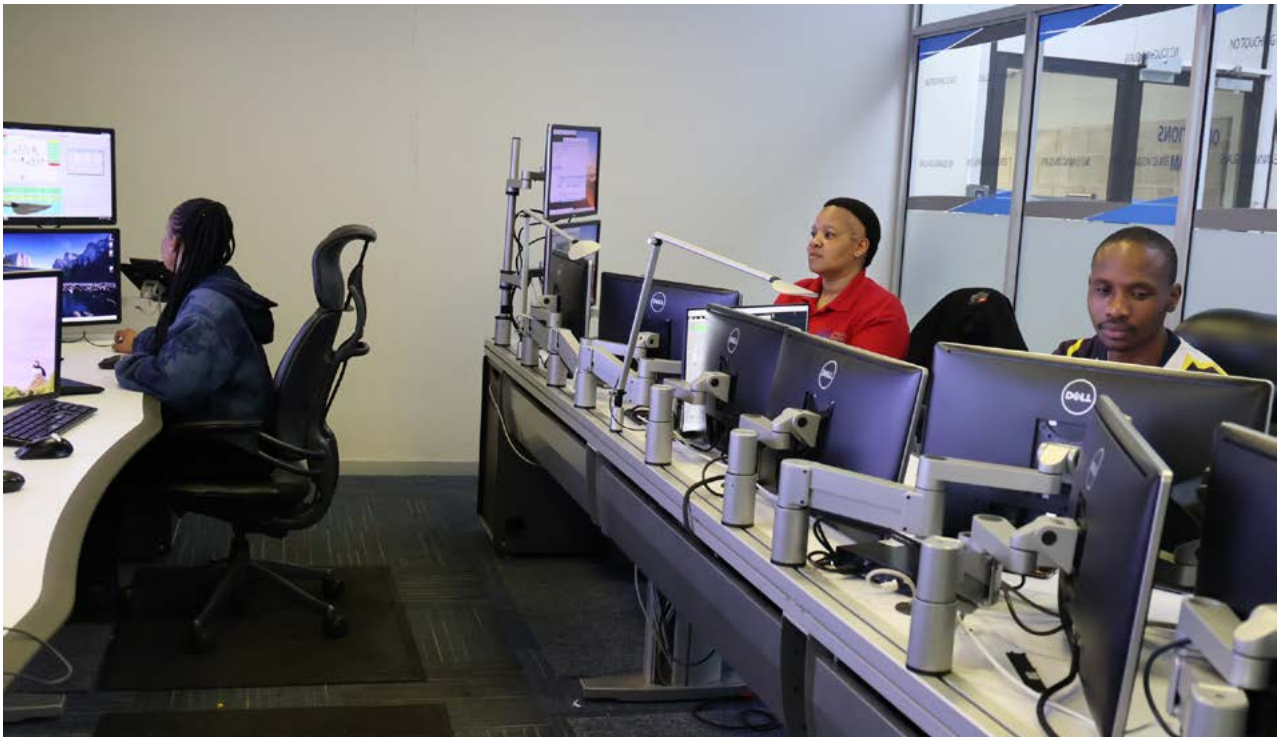
The following table presents the aggregated mission support statistics for the 2025/2026 financial year:

Mission Type	Number of Supports
TT&C and Ranging	5
Transfer Orbit Support (TOSS)	6
Drift Operations	4
Launch Early Orbit Phase (LEOP)	11
Special Routine Operations	15
Launches	12
Total	**53**

Table 7: Mission Support Statistics

SANSA Space Operations scheduled and tracked a total of 3 196 satellite overpasses for SANSA Earth Observation in the financial year under review, successfully acquiring data from 3 123 passes.

The pass count encompasses data from the Aqua, Landsat-8, Landsat-9, CBERS-4, and Radarsat-2 satellite platforms, supporting SANSA's Earth Observation data provision mandate.



1.12. PROGRAMME 5: SPACE ENGINEERING

PROGRAMME PURPOSE

The Space Engineering (SE) Programme leads systems engineering and programme/project management excellence, and drives the satellite development programme in South Africa in partnership with external contractors, 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, and facilitates private space industry and stakeholder partnerships.

Key functions of the Programme include:

i. Portfolio management: (i) Strategic alignment, and (ii) Budget/resource prioritisation.
ii. Programme management.
iii. Project management.
iv. System engineering.

In contributing towards the SANSA impact of "inclusive economic growth and industrialisation, job creation, and a capable state through advancements in space science, engineering and technology", the SE Programme directly supports delivery of the following 2025-2030 Strategic Plan outcomes:

OUTCOME 1: Enhanced national capability in space science, technology and satellite infrastructure.

The SE Programme contributes to national space capability by investing in the development and upgrade of facilities to support space missions and stimulate the local space economy. The Programme has contributed to this outcome by achieving a 63% completion rate for AIT facility upgrades at Houwteq

OUTCOME 6: A capable, sustainable, and high-performing national space agency..

In ensuring that SANSA is capable, sustainable and high performing, the SE Programme has led the development of ISO standards implementation plan.

PROGRAMME 5: PERFORMANCE AGAINST 2025/2026 OUTPUT INDICATORS AND TARGETS

Space Engineering

Outcome	Output	Output Indicators	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Target 2025/ 2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for Deviation
Outcome 1 Enhanced national capability in space science, technology and satellite infrastructure	1.5. Space infrastructure developed or upgraded	1.5.2. Percentage achievement of EO-SAT 1 project implementation milestones	7%	17%	50% achievement of EO-SAT 1 project implementation on milestones	27%	-23%	The project has experienced delays, as the main contractor experienced challenges in processes such as the procurement of Configuration Items and the start of the Detail Design
		1.5.3. Percentage achievement of AIT facility upgrade project implementation milestones	0%	54%	60% achievement of AIT facility upgrade project implementation milestones	63%	+3%	Fast-tracked the implementation of activities e.g. awarding of the Vibration Shaker Unit tender and concluding the Interim Agreement with the main contractor in February 2026.
Outcome 6 A capable, sustainable, and high performing national Space Agency	6.3. ISO standards implementation	6.3.2. Development and implementation of ISO standards implementation plan (Space Engineering)	-	New indicator	ISO standards implementation plan developed	ISO standards Implementation Plan developed	No deviation	Not applicable

Table 8: Space Engineering Performance: 2025/2026 Financial Year

PROGRAMME 5: PERFORMANCE HIGHLIGHTS FOR THE 2025/2026 FINANCIAL YEAR

DEVATION AGAINST THE OUTPUT INDICATION TARGET

The SE Programme had a total of three (3) performance indicators for the 2025/26 financial year, of which two (2) were achieved (67%). The target not met is as follows:

1.5.2 Percentage Achievement ff EO-SAT 1 Project Implementation Milestones

Project completion progress was at 27% against the target of 50%. The project has experienced delays due to challenges in processes such as the procurement of Configuration Items and the start of the Detail Design. To mitigate these challenges, recommendations on the most viable way forward have been presented and will be considered for urgent implementation in the new financial year.

EO-SAT1 PROGRAMME COMPLETION

The EO-SAT1 Programme is South Africa's first government-owned commercial Earth Observation mission. The project provides SANSA and the local industry with a platform to build satellite capacity through the EO-SAT1 HCD Programme, contributing to a globally competitive and sustainable space sector.

Project completion was 27% as of 31 March 2026. The EO-Sat1 Preliminary Design Review (PDR) by Independent External Reviewers was successful, with the External Reviewers giving acceptance to proceed with Detail Design.

Recovery and Remedial Action Plan for EOSAT-1 was submitted to SANSA because of SANSA leadership intervention following escalation by the project team. This action was triggered by delays in the procurement of subsystems and critical path components, and the detailed design execution. A submission has been made for a decision on the project's direction.

In parallel, Denel has also progressed with procurement activities, officially publishing the Request for Proposal (RFP) for the Satellite Payload on 11 March 2026. Furthermore, the RFP for the Communication and Radio Frequency (RF) subsystems have been successfully drafted and is undergoing final review prior to publishing. Denel is also in the process of appointing a Lead System Engineer for the EO-SAT1 project to help finalise the Design and assist with resource requirements for the remaining subsystems. In addition, SANSA Level 6 documentation has been reviewed and updated to align with the current project baseline and status.

HOUWTEQ ASSEMBLY, INTEGRATION AND TESTING FACILITY

The scope of the Houwteq AIT facility upgrade project entails the refurbishment of the assembly, integration and test facilities at Houwteq. This will provide enhanced indigenous assembly, integration and verification capabilities and furthermore create the much-desired enabling environment for innovation and technology development in the Space and high technology-related industries, locally and abroad. It is intended that through the addition of refurbished AIT facilities at Houwteq, growth and vibrance will be restored to the Space ecosystem and related industries.

The project's progress was approximately 63% by 31 March 2026, an exceptional performance in executing the project implementation plan against a target of 60%. This was a result of a strong focus on inter-departmental collaboration within SANSA, to fast-track relevant procurement activities leading up to the conclusion of the appointment of the Bidder for the Vibration Test Facility (VTF) upgrade. The implementation of the VTF upgrade will commence in the new financial year, providing an opportunity to improve cash outflows, as the project will have an early start.

The Interim Agreement, signed by SANSA and Denel on 26 February 2026, is crucial to the success of the project, as it effectively allows SANSA to execute the upgrades to the key AIT facilities at Houwteq.

Space Engineering hosted parliamentarians under the leadership of DSTI. This was during the visit of the Parliamentary Portfolio Committee on Science and Technology to the Houwteq and Space Facilities tour, 28 January 2026.

Figure 25: Members of the PPC and DSTI

Figure 26

ISO STANDARDS IMPLEMENTATION PLAN

SANSA has taken a strategic decision to streamline the Quality Management System framework to improve operational excellence by eliminating process fragmentation and complying with the requirements of ISO 9001:2015 (Quality Management System (QMS) international standard across the organisation first.

The SE Programme has successfully developed the Quality Management System (QMS) Implementation Plan for the year under review.

This QMS Implementation Plan and Budget has been developed to guide the organisation through a structured approach to achieving ISO 9001:2015 compliance. The plan is anchored in the Plan-Do-Check-Act (PDCA) model, which is internationally recognised as a best-practice methodology for continuous improvement and quality assurance.

LINKING PERFORMANCE WITH BUDGETS

Linking per Programme	2024/25			2025/26		
	Budget	Actual	(Over) / Under Expenditure	Budget	Actual	(Over) / Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Programme 1: Administration	156,388	136,072	20,316	175,786	142,758	33,028
Programme 2: Earth Observation	118,097	104,281	13,816	112,132	64,869	47,263
Programme 3: Space Science	78,394	81,958	(3,564)	68,942	75,499	(6,557)
Programme 4: Space Operations	181,758	116,880	64,878	102,834	119,172	(16,338)
Programme 5: Space Engineering	30,277	23,033	7,244	55,238	49,521	5,717
Total	**564,913**	**462,223**	**102,690**	**514,933**	**451,820**	**63,113**

Table 9: Linking Performance with Budgets

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. Underspending in the Earth Observation Programme was limited by 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. Expenditure in the Space Operations Programme exceeded the budget due to antenna infrastructure costs and maintenance of client equipment, which is recovered from contract income. The underspending in the Space Engineering Programme was due to unfilled vacancies and the delay in the implementation of the AIT facility upgrade.

REVENUE COLLECTION

Revenue	2024/25			2025/26		
	Estimate	Actual Amount Collected	Over)/Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Contract Income: Public	29,659	27,930	1,729	25,868	26,316	(448)
Contract Income: Private	7,067	7,539	(471)	7,501	7,146	355
Contract Income: Foreign	100,339	132,232	(31,892)	125,845	120,350	5,495
Other Income	8,847	10,714	(1,867)	7,093	7,039	54
Total	**145,913**	**178,414**	**(32,502)**	**166,306**	**160,851**	**5,455**

Table 10: Revenue Information

Public sector revenue exceeded the budget due to additional revenue from the provision of satellite imagery. Private sector income was below budget due to lower demand for compass calibration. The foreign income was below budget due to fewer ad-hoc requests for mission control and tracking services.

CAPITAL INVESTMENT

CAPITAL INVESTMENT, MAINTENANCE AND ASSET MANAGEMENT PLAN

SANSA policies help ensure that resources are managed effectively and efficiently. 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.

Infrastructure Projects	2024/25			2025/26		
	Budget	Actual	(Over) / Under Expenditure	Budget	Actual	(Over) / Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Space Infrastructure Hub (SIH)	27,613	-	27,613	5,000	2,136	2,864
Matjiesfontein Ground Segment	3,000	2,927	73	907	907	-
Guard house (Hermanus site)	400	363	37	-	-	-
Access Road (Hermanus site)	-	-	-	-	-	-
CSIR connectivity	20,000	20,000	-	-	-	-
Road (Hartebeesthoek site)	19,888	19,211	677	-	431	(431)
Electricity Rearticulation (Hartebeesthoek site)	-	-	-	2,009	2,009	(0)
Total	**70,901**	**42,502**	**28,399**	**7,916**	**5,483**	**2,433**

Table 11: Capital Investment

The following infrastructure projects were initiated and/or completed in the 2025/26 financial year:

- The SIH project implementation commenced in the 2024/25 financial year with planning, consultation, and procurement.

The following infrastructure expenditure has been incurred in the 2025/26 financial year:

  - The completion of a telescope tower for the solar telescope at the Hermanus site
  - The building of a measuring hut and electrical rearticulation for the expansion of the magnetically clean area at the Hermanus site

- Civil works and bulk water connection at the Matjiesfontein site
- The rearticulation of solar power at the Hartebeesthoek site
- Road works at the Hartebeesthoek site

2025/26 Key Infrastructure Projects	Pipeline Projects
Space Infrastructure Hub (SIH)	Space Infrastructure Hub (SIH)
Matjiesfontein Ground Segment	Matjiesfontein Ground Segment
Road at Hartebeesthoek site	Antenna at Hartebeesthoek site
Solar Telescope at Hermanus Site	Solar Plant at Hartebeesthoek site
Electrical Reticulation at Hermanus site	
Expansion of magnetically clean area at Hermanus Site	Expansion of magnetically clean area at Hermanus Site

Table 12: Key Infrastructure Projects

PART C

GOVERNANCE

INTRODUCTION

The South African National Space Agency (SANSA) was established in terms of the South African National Space Agency Act, 36 of 2008 (the SANSA Act) 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 2026, adopting principles of the King IV Report on Governance.

PORTFOLIO COMMITTEES

Parliament exercises its role through evaluating the performance of public entities by interrogating their annual financial statements and other relevant documentation that 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, Annual Performance Plans and Annual Reports to the Portfolio Committee.

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 its members 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.

THE ACCOUNTING AUTHORITY/ THE BOARD

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, ethical leadership and ensuring that 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 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 is responsible for oversight across SANSA in areas such as operations and risk strategy, organisational structure, financial soundness and regulatory compliance.

The Board comprises 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.

BOARD CHARTER

The SANSA Board Charter sets out the role and functions of the Board, highlights its fiduciary responsibility and accountability, and outlines the Board's internal structures and operations. 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 V report on Corporate Governance.

COMPOSITION OF THE BOARD

As of 31 March 2026, 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 reappointment for one further term thereafter. The Minister appointed the current Board members with effect from 01 September 2022. Further, the Minister appointed five additional Board members, namely, Mr Joseph Komape, Mr Fortune Mkhabela, Mr Linden Petzer Ms Nompumelelo Nzimande and Ms Keitumetse Lebaka, effective from 24 June 2024.

COMPOSITION OF THE BOARD

Name	Designation (in terms of SANSA Board structure)	Date Appointed	Date Resigned	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 Integrated Solutions cc Consulting and Engineering: Infinity Investments (Pty) Ltd Investments, Mergers & Acquisitions; Infinite Poultry (Pty) Ltd	N/A	19
Mr Tlou Emmanuel Ramaru	Board Member	01/09/2022	-	BSc Honours, Degree in 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	29
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; ZASpace NPO; Measuring Instruments Technology (Pty) Ltd	Chairperson of the Strategy, Technology and Investment Committee; Audit and Risk Committee	25
Ms Jessie Ndaba	Board Member	01/09/2022	-	BSc (Electrical)	Engineering and Space Technology	Astrofica Technologies (Pty) Ltd; Astrofica Telecomms (Pty) Ltd	Strategy, Technology and Investment Committee; Human Resource and Social and Ethics Committee	18
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; Makiwane & Msimang Legal Advisory	Audit and Risk Committee Strategy, Technology and Investment Committee	29

Name	Designation (in terms of SANSA Board structure)	Date Appointed	Date Resigned	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 01/09/2022	-	LLB; LLM in Human Rights Law	Space law, human resources, and governance	National Lotteries Participants Trust; Independent Development Trust (IDT; Films and Publication Board (FPB); Phusuphusu Security Services	Audit and Risk Committee Strategy, Technology and Investment Committee	29
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.)	Professional Society (Not- for-Profit organisation)	Strategy, Technology and Investment Committee	30
Mr Nkhangweni Lawrence Rambau	Board Member	01/09/2022	-	EDP12, MBL, MIT, Dip IT, Dip IS, Cert IS, BA, Dip Ed. Finance and Auditing,	Information Technology, Governance, Risk, Ethics, and Combined Assurance	Big Idea Projects And Advisory (Pty) Ltd; Renergy Investment Group (Pty) Ltd; Alugumi Investment Holdings (Pty) Ltd; Nngwe Mining (Pty) Ltd; Nyadenga Redeem (Pty) Ltd; Masakona Wildlife And Eco- Tourism (Pty) Ltd; Mukhuthu Arts And Cultural Foundation Npo; Tenacity Stem Foundation NPO	Audit and Risk Committee; Human Resource and Social and Ethics Committee	28
Ms Charlotte Segage	Board Member	01/09/2022	-	CA(SA), Bcompt Hons	Finance and Auditing, Information Technology, Governance, Risk, Ethics, and Combined Assurance	Cashew Registered Auditors Inc	Chairperson of the Audit and Risk Committee	23

Name	Designation (in terms of SANSA Board structure)	Date Appointed	Date Resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams	No. of meetings attended
Prof Azwinndini Muronga	Board	01/09/2018 Reappointed 01/09/2022	-	PhD (Physics); MSc (Physics); BSc (Mathematics and Physics); University Education Diploma	Physics and education	-	Audit and Risk Committee; Human Resource and Social and Ethics Committee	21
Ms Nomfuneko Majaja	Board Member	01/09/2018 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; Zero Gravity Consulting	Strategy, Technology and Investment Committee	16
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	The National Council of and for Persons with Disabilities (NCPD)	Audit and Risk Committee; Strategy, Technology and Investment Committee	30
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 Specialisation in Accounting	Finance, Governance, Risk, and Human Resources	MAFF INTERNATIONAL (PTY) LTD; Holy Ghost Power; Consuming Fire Healing Ministry; Movement of Baptism and outpouring of the Holy Spirit	Audit and Risk Committee; Strategy, Technology and Investment Committee	3
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) Antenna Fundamentals University of Pretoria Course on Air, Space & Telecommunications Law	Technology and Applications	N/A	Audit and Risk Committee; Strategy, Technology and Investment Committee	25

Name	Designation (in terms of SANSA Board structure)	Date Appointed	Date Resigned	Qualifications	Area of Expertise	Board Directorships (List the entities)	Other Committees or Task Teams	No. of meetings attended
Ms. Nompumelelo Nzimande	Board Member	24 June 2024	-	Advanced Master of Laws (LLM) in Air and Space Law Master of Laws (LLM) in Maritime Law Bachelor of Laws (LLB)	Space Law	Protea Legal Specialist	Strategy, Technology and Investment Committee; Human Resources and Social and Ethics Committee	25
Ms. Keitumetse Lebaka	Board Member	24 June 2024	-	B Com in Management Science Professional Certificate in Programme and Project Management Professional Certificate in Public and Development Management Management Development Programme, Global Executive Development Programme, PG Diploma in Management Practice Masters in business administration	Finance, Governance, Risk, and Human Resources	N/A	Audit and Risk Committee; Human Resource and Social and Ethics Committee	23

SANSA BOARD MEMBERS

Mr Patrick Ndlovu (Chairperson)

Mr Tlou Ramaru

Professor Azwinndini Muronga

Mr Linden Petzer

Mr Benjamin Francois Denner

Advocate Lindelwa Ndziba

Mr Nkhangweni Rambau

Mr Molawa Vincent Ngoetjana

Ms Jessie Ndaba

Advocate Lufuno Nevondwe

Ms Nomfuneko Majaja

Mr Joseph Komape

Ms Charlotte Segage

Ms Nompumelelo Nzimande

Ms Keitumetse Lebaka

Mr Mlungisi Mkhabela

BOARD COMMITTEES

Committee	No. of meetings held	No. of members	Name of member
Audit and Risk Committee (ARC)	5	9	Ms Charlotte Segage
			Adv Lindelwa Ndziba
			Mr Nkhangweni Rambau
			Mr Lufuno Tokyo Nevondwe
			Mr Francois Denner
			Mr Mlungisi Mkhabela
			Mr. Joseph Komape
			Ms Keitumetse Lebaka
			Mr. Linden Petzer
Human Resource and Social and Ethics Committee (HRSEC)	5	9	Adv Lindelwa Ndziba
			Ms Jessie Ndaba
			Adv Lufuno Tokyo Nevondwe
			Ms Keitumetse Lebaka
			Mr Nkhangweni Rambau
			Mr Tlou Ramaru
			Ms Nompumelelo Nzimande
			Mr Molawa Ngoetjana
			Prof. Azwinndini Muronga
Strategy, Technology and Investment Committee (STIC)	4	10	Mr Francois Denner
			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

Table 14: Board Committees

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.

Name	Remuneration (R)	Other allowance	Other reimbursements	Total (R)
Mr. Patrick Ndlovu	R347,230	-	-	R347,230
Mr. Francois Denner	R132,082	-	R13,792	R145,874
Prof. Azwinndini Muronga	R56,056	R36,358	-	R92,414
Mr. Nkhangweni Rambau	R113,612	R5,904	-	R119,516
Ms. Jessie Ndaba	R83,874	-	-	R83,874
Mr. Molawa Ngoetjana	R162,107	-	R432	R162,539
Adv. Lindelwa Ndziba	R181,108	-	-	R181,108
Mr. Joseph Komape	R147,961	-	-	R147,961
Ms. Nompumelelo Nzimande	R110,932	R1,968	-	R112,900
Ms. Keitumetse Lebaka	R107,746	-	-	R107,746
Ms. Charlotte Segage	R 158,567	1,968	-	R 160,535
Adv. Lufuno Tokyo Nevondwe	R127,652	-	R4,167	R131,819
Mr. Linden Petzer	R93,201	R38,919	R539	R132,659
Ms. Nomfuneko Majaja	N/A	-	-	N/A
Mr. Tlou Ramaru	N/A	-	-	N/A
Mr. Mlungisi Mkhabela	N/A	-	R13,638	R13,638

Table 15: Remuneration of Board Members

ENTERPRISE RISK MANAGEMENT

Risk management is concerned with coordinating activities to direct and control an organisation's approach 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, the COSO ERM Framework, and the King V Report on Corporate Governance for South Africa, 2025. 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) provide oversight on risk management through quarterly reporting, ensuring that potential risks are identified, assessed, and mitigated in a timely and effective manner. The comprehensive risk profile reports presented to the ARC outline progress on strategic risk mitigation, the programme, and other key projects and strategic themes across the Agency.

Risk management framing within SANSA emphasises that risk is not solely a technical construct but a socio-technical one, requiring robust governance, policy frameworks, and stakeholder alignment. As such, SANSA's risk management process is centred around two interconnected pillars: risk-informed decision-making and continuous risk management. Risk-informed decision-making is applied to critical decisions, especially those involving the setting, adjustment, or realignment of requirements/outcomes, ensuring that each decision is systematically analysed for risk exposure, complexity, and strategic alignment. This process directly supports the achievement of the agency's strategic outcomes. In parallel, continuous risk management ensures that risk-based decisions align with organisational outcomes at all levels. This approach systematically integrates risk considerations into decision-making, enhancing resilience and performance across the agency. 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.

RISK ASSESSMENT

The risk assessment process at SANSA is fully aligned with the strategic planning process, ensuring that risk management is integral to achieving strategic outcomes and, ultimately, the agency's mandate. As risks are dynamic, assessments were updated in response to changes in the internal and external environment, ensuring ongoing alignment.

Strategic Risk Assessment: For the year under review, a comprehensive strategic risk assessment was conducted at the EXCO and Board levels, involving key employees to ensure all aspects of the business were considered. Strategic risks were monitored regularly, with quarterly reporting to the governance structures, including EXCO and the Audit and Risk Committee. The assessment was carried out in line with the risk appetite and tolerance framework, which aligns with the SANSA strategy.

Project Risk Assessment: Project risk assessments were also conducted, incorporating both qualitative and quantitative analyses to ensure comprehensive risk coverage and analytical robustness, enabling the Agency to prioritise risks effectively and support precise, data-driven decision-making for significant risk exposures.

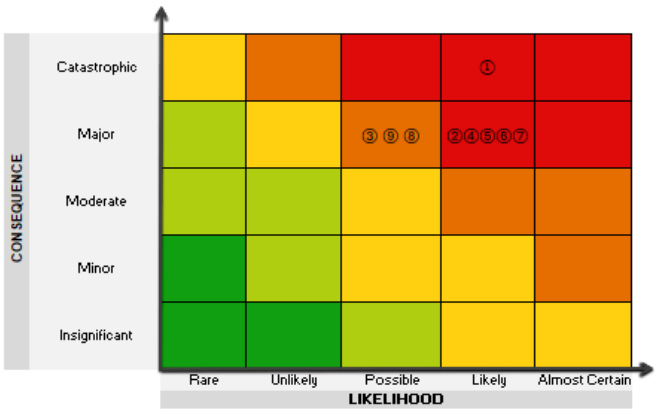
Operational Risk Assessment: Similarly, program risk assessments, including operational risks, were conducted at the start of the financial year, ensuring effective risk management across all programs and regular identification of risks.

Business Continuity Management: Business continuity plans were developed in line with the business impact analysis across all SANSA programs. Tabletop and functional exercises were conducted during the year under review, with regular reporting to governance structures. This process ensured both business continuity and operational resilience, with a structured focus on continuous improvement and organisational learning.

Combined Assurance: Combined assurance was also deployed, ensuring effective oversight by all lines of assurance, i.e., management, the second line, and independent assurance providers, with reporting and follow-up on improvements at all governance levels.

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, the internal and external environments, industry/competition, and government policies and regulations.

SANSA STRATEGIC RISK PROFILE



Trend Q1	Trend Q2	Trend Q3	Trend Q4	ID	Appetite & Tolerance	Action	Risk Title
▼	▼	▼	▼	1	Above Tolerance	M	Indigenous technological capability
▼	▼	▼	▼	2	Above Tolerance	M	Sustainability & effectiveness of Space solutions
▼	▼	▼	▼	3	Within Tolerance	M	Global recognition and influence in space initiatives
▼	▼	▼	▼	4	Above Threshold	M	New entrants in the Space industry (Transformation)
▼	▼	▼	▼	5	Above Threshold	M	Talent pipeline & integration of Space education
▼	▼	▼	▼	6	Above Threshold	M	Leadership and management capacity (High performance)
▼	▼	▼	▼	7	Above Threshold	M	Export and domestic market for products and services
▼	►	▲	►	8	Within Tolerance	M	Cybersecurity vulnerabilities
▼	►	►	▼	9	Above Threshold	M	Positive public image

Risk Rating	Trend: Residual Risk	Action
Very High High Tolerable Low Very Low	▲Increasing (Worsening) ►Unchanged ▼Decreasing (Improving)	Avoid Reduce (Mitigate) Share Transfer Exploit Enhance Accept

Figure 27: SANSA Strategic Risk Dashboard

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

INTERNAL CONTROLS

SANSA management is responsible for the achievement of the business objectives, which include the design, implementation and monitoring of adequate and effective internal controls. Internal Audit focuses on the organisation's risk, governance, compliance, and control processes 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.

INTERNAL AUDIT

Internal Audit provides an independent and objective assurance and advisory services on various types and categories of risks identified by the organisation. The assurance services cover a wide range of risks, including strategic, financial, compliance, operational, and information technology risks.

The Internal Audits' purpose and mandate is defined in the approved Internal Audit Charter, which also delineates Internal Audit Independence and the reporting relationship. According to the Charter, the Internal Audit Manager reports both administratively to the CEO and functionally to the Audit and Risk Committee.

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 inhouse 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.

A risk-based Audit Plan was developed for the 2025/2026 financial year, focusing on strategic and key risks identified by management, and was approved by the Audit and Risk Committee. The unit completed 100% of its planned projects in the year under review, which included assessing the following:

- Reliability and integrity of financial and operating information,
- Effectiveness and efficiency of operations,
- Safeguarding of assets, and
- Compliance with laws and regulations.

The unit has adopted a quality improvement programme which requires both internal and external quality assessments to be performed on an ongoing basis and once every four years, respectively. The last external quality assessment was concluded in 2025 and confirmed that Internal Audit conforms to the Standard for the Professional Practice of Internal Auditing.

The Internal Audit function reports with its responsibility for reviewing and providing assurance on the adequacy of the internal control environment across all SANSA's operations. The unit provides recommendations to management with regards to internal controls, risk management and governance processes. Management Action plans are in place to address deficiencies identified, and progress is monitored quarterly.

AUDIT 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 2026, The Committee consisted of nine non-executive members and the Committee Chairperson was Ms Charlotte Mahlako Segage, as indicated in the table below.

The Audit and Risk Committee provide 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

COMPOSITION OF THE AUDIT AND RISK COMMITTEE AND MEETING ATTENDANCE

Name and Surname	Qualifications	Professional Affiliation	Appointment: Term of Office		No. of meetings attended 2025/2026		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served ..on during the reporting period	No. of other gov ernance structures the member served on during the reporting period,
			Start date	End date	Ordinary Meetings	Special Meetings				
Ms Charlotte Segage	CA(SA), Bcompt Hons	IOD(SA)	1/09/2022	31/08/2026	4	1	Yes	No	-	2
Lindelwa Ndziba Adv	BA Arts in Law, LLB, Certificates in Strategic HR Leadership, Professional Business Coaching and Leadership in Board Governance.	IOD(SA); Legal Practice Council	1/09/2022	31/08/2026	4	1	Yes	No	-	4
Mr Nkhangweni Rambau	EDP12, MBL, MIT, Dip IT, DipIS, Cert IS, BA, Dip Ed.	IOD(SA)	1/09/2022	31/08/2026	4	1	Yes	No	-	2
Adv Lufuno Tokyo Nevondwe	LLB; LLM in Human Rights Law	IOD(SA)	1/09/2022	31/08/2026	4	1	Yes	No	-	2
Mr Francois Denner	B.Eng. (Electronic Engineering), MSc Development Studies	IOD(SA)	1/09/2022	31/08/2026	3	1	Yes	No	-	2
Mr Mlungisi Mkhabela	Postgraduate Diploma in Management; Bachelor of Commerce Honours (Auditing); Certification in Control Self- Assessment (CCSA); Certified Internal Auditor; Bachelor of Commerce Specialisation in Accounting	IOD(SA)	24/06/2024	31/08/2026	-	-	Yes	Yes	-	2

Name and Surname	Qualifications	Professional Affiliation	Appointment: Term of Office		No. of meetings attended 2025/2026		Has the AC member declared private and business interests in every meeting? (Yes/No)	Is the AC member an employee of an organ of state? (Yes / No)	No. of other ACs that the member served on during the reporting period	No. of other governance structures the member served on during the reporting period,
			Start date	End date	Ordinary Meetings	Special Meetings				
Mr. Joseph Komape	BCom Financial Accounting/ CTA (2002); MCom Finance (SA & International Tax) (2007)- University of Johannesburg.	IOD(SA)	24/06/2024	31/08/2026	4	1	Yes	No	-	2
Ms Keitumetse Lebaka	B Com in Management Science, Professional Certificate in Programme and Project Management, Professional Certificate in Public and Development Management, Management Development Programme, Global Executive Diploma in Management Practice; Masters in business administration	IOD(SA); Legal Practice Council	24/06/2024	31/08/2026	4	1	Yes	No	-	2
Mr. Linden Petzer	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)	IOD(SA)	24/06/2024	31/08/2026	1	1	Yes	No	-	2

Y – present ***X – apology*** ***- Not a member***

Table 16: ARC Attendance

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.

FRAUD AND CORRUPTION

FRAUD RISK MANAGEMENT

SANSA has implemented a comprehensive Fraud Prevention Policy, supported by a structured fraud investigation methodology, to strengthen its zero-tolerance stance on fraud. The framework outlines the necessary controls and procedures for the effective identification, prevention, and detection of fraud.

SANSA conducts annual, comprehensive fraud awareness roadshows at all its sites. These interactive and engaging campaigns are designed to educate employees about the risks and consequences of fraud while reinforcing the importance of reporting any suspicious activity. 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 alleged, suspected or actual fraud or any abuse of procurement processes.;
- Conducting assessments, determinations or investigations into reported cases; and
- Reporting on ongoing and finalised investigations, including recommendations.

MINIMISING CONFLICT OF INTEREST

Supply Chain Management (SCM) Processes To Minimise Conflict Of Interest

There are three SCM Committees that SANSA employees serve on, namely: the Bid Specification Committee, the 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 participating in the discussion or recuse themselves from the discussion and committee activities.

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 to declare their interests annually.

HEALTH, SAFETY, AND ENVIRONMENTAL ISSUES

SANSA is committed to minimising its environmental impact and maximising the responsible use of natural resources. Environmental stewardship is a mechanism that SANSA employs to minimise its environmental impacts and prevent pollution through an integrated systems approach. As a Schedule 3A entity, SANSA's core mandate and a key impetus of its strategic purpose are to ensure that it stewards the natural resources in its operational areas to support the well-being of future generations.

ENVIRONMENTAL DAY CELEBRATION

The Hartebeeshoek (HBK) site hosted a SANSA-wide Environmental Day event to promote a strong safety culture and increase awareness regarding health and environmental best practices across our organisation.

The purpose of the event was to promote environmental sustainability through education, awareness, and action; showcase SANSA's contribution to environmental monitoring through space technology; strengthen SANSA's internal ESG culture and daily sustainable practices; and foster engagement with local communities, schools, and stakeholders in green initiatives.

This event was in collaboration with various stakeholders such as Magalies Water Young Professionals Forum, Northwest WISA Young Water Professionals, TinyTau E-Waste Services NGO Love Harties, Ennis Thabang Schools, SpillTech and Ward Counsellor Hartbeespoort.

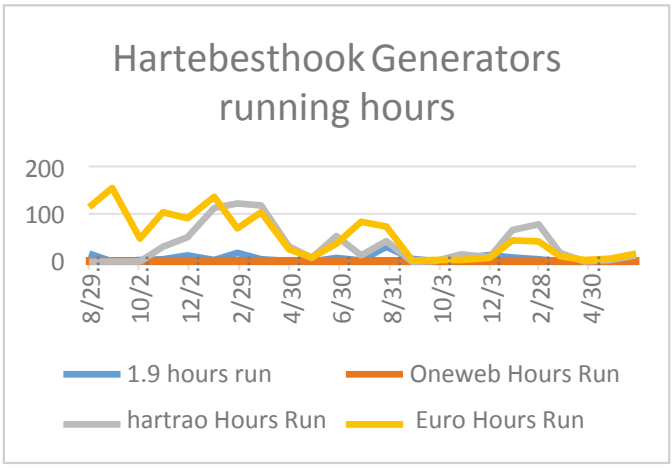
TREE PLANTING CEREMONY

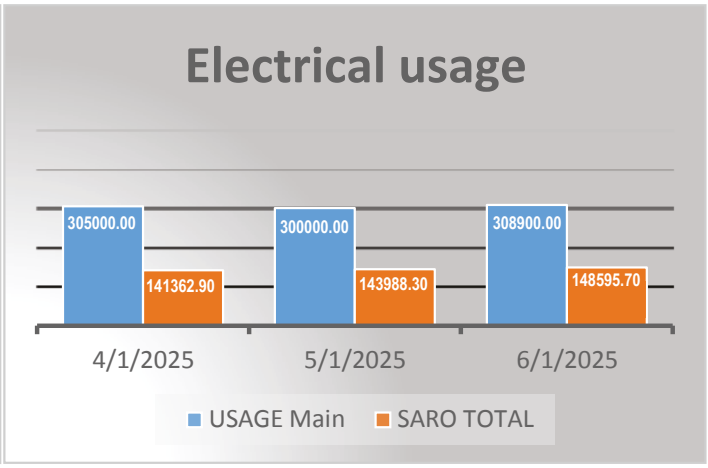
HBK hosted tree-planting ceremonies outside the Lapa area to honour long-serving employees and promote environmental stewardship. A Wild Olive Tree was dedicated to Ms Rina Gremels (28 years of service) and Ms Sharon Petrus (13 years of service), while a Karee Searsia Tree was dedicated to Mr Frikkie Meyer for his 44-year tenure. These events served to educate staff on reforestation, carbon credits, and the eradication of invasive species, while celebrating the vital role trees play in minimising climate risks and enhancing our daily lives.

SANSA is committed to minimising our environmental footprint through responsible operations, sustainable logistics, and continuous improvement in environmental performance.

Key Environmental Achievements include:

- Reduced diesel consumption due to decreased load shedding, leading to improved air quality.
- Transitioned to energy-efficient lighting and implemented energy monitoring systems
- Conducted a baseline carbon footprint assessment and adopted renewable energy solutions. Enhanced waste management through segregation, recycling, and partnerships with certified recyclers.
- Deployed a real-time water monitoring system and reduced water usage through conservation measures.





INTEGRATED MANAGEMENT SYSTEM (EXTERNAL CERTIFICATION AUDITS)

Space Operations conducted an external audit on-site by the TCL accreditation body to ascertain the agency's level of compliance with legal requirements and ISO standards. The legislation tested was not limited to the Occupational Health and Safety Act 85 of 1996 and the National Environmental Management Act 1063 of 1998, as well as ISO 9001:2015, ISO 14001:2015, and ISO 45001:2018. SANSA Space Science passed the ISO 9001:2015 (Quality Management surveillance audit.

This demonstrates SANSA's commitment and dedication towards safety, health, and environmental practices as well as standards prescribed both locally and internationally.

SHE TRAINING

SANSA endeavours to invest in its workforce, building skills, enhancing performance, and supporting the growth of all employees' careers.

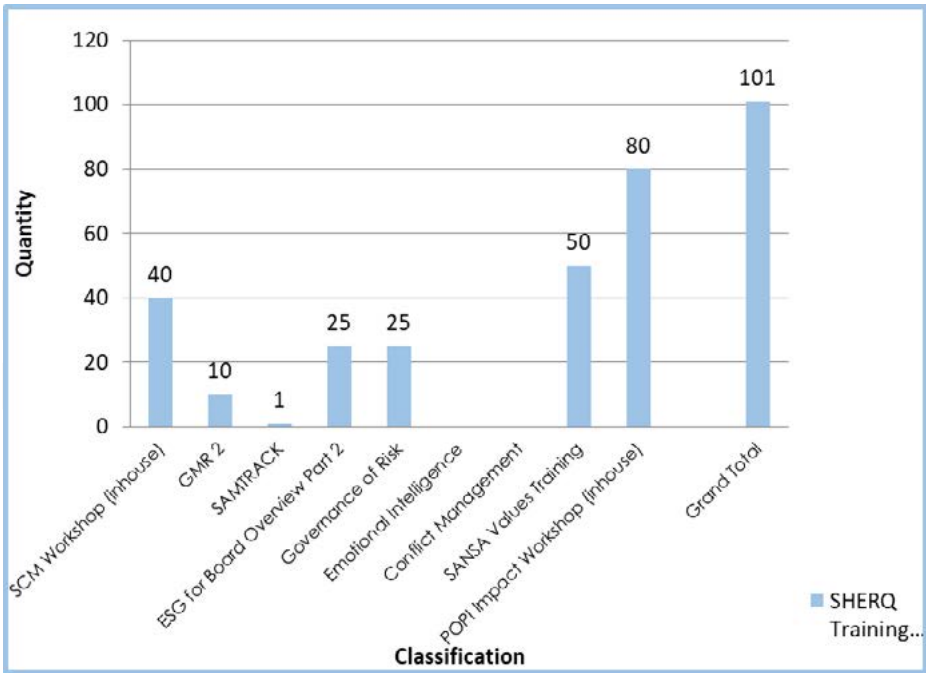


Figure 28: Training statistics

- Delivered over 100 hours of training across all programmes.
- Rolled out leadership development programmes and team lead through new SANSA value workshops and huddles.
- Supported integrated workplace learning through the artisan programme for 10 learners adopted from Shalom Technical College. These learners spent 10 days of practical training in HBK, assisting the technical team with servicing of antenna systems and machinery addressing corrective and preventive maintenance.

Figure 29: SANSA team with learners during a visit to Shalom Technical College

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 Board or of the Audit and Risk Committee, are properly recorded in accordance with the Board and board committees charters;
- Ensuring that a copy of SANSAs 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.

SOCIAL RESPONSIBILITY

SANSA prioritises its people and stakeholders as the foundation of its success, viewing the social component of ESG as a commitment to human capital development, equity, and inclusion. As a developmental institution, the Agency fosters a safe and empowering workplace culture while driving socio-economic transformation within South African communities. By balancing employee wellness and robust labour relations with meaningful social impact, SANSA ensures that its operations contribute to a sustainable, ethical, and thriving society.

- Celebrated Mandela Day and conducted community clean-up initiatives.
- Achieved an 80% reduction in workplace incidents and provided mental health support at the Space Operations site.
- Delivered over 100 hours of employee training and supported technical college learners.
- Promoted diversity, equity, and inclusion through cultural events and gender equity policies.
- Engaged in community development projects, including mentorship programmes and local job creation.

Figure 30: Mandela Day – Soweto

Figure 31: Harties Dam Clean-up Before

Figure 32: before and After the cleanup campaign

SANSA embarked on the Transforming Mentalities (mentorship)Programme in partnership with a local disadvantaged school and NGO (Love Harties). This mentorship programme was launched by DSTI in 2023, which encourages positive masculinities in young men and boys to develop identities rooted in dignity,respect ,non-violence, and create a safe space for our youth to learn healthy behaviours and challenge harmful stereotypes such that "men don't cry" . For this reason, SANSA has adopted Ennis Thabang school in collaboration with surrounding organisations such as NECSA ,Magalies Water and the Department of Water Affairs.

SANSA corporate office donated 100 blankets to a nearby old-age home in Pretoria for winter relief efforts.

SANSA is a member of Harties Dam workstream committee hosted quarterly by Department of Water and Sanitation with the aim of the committee is to concentrate on the sustainable management of the bulk raw water resource to minimise the risks of day zero by addressing issues such as pollution, rehabilitation and compliance and enforcement efforts to better manage the water resource and to provide feedback on the impact of upstream catchment related activities that have a pollution effect and the aquatic state of the dam thereof.

Introduced sustainability pillars into the SANSA project to curb societal challenges, thus enhancing economic growth, i.e. MTJ fence installation project. The sustainability impact of this project is detailed below:

Economic Impact

Job Creation: The project has prioritised local labour and the use of local service providers to the greatest extent possible and has since created jobs for 9 individuals (8 General Workers and 1 Community Liaison Officer) who reside in the local area, thus directly contributing to reduced unemployment rates and eradicating poverty in line with SDG 1.

Use of Local Contractors: The project has increased local spending as the contractor's site team is currently residing at the local hotel for the duration of the project. Furthermore, services such as grading, security and drilling have been sourced locally. This local expenditure benefits local businesses and stimulates economic growth.

Social Impact

Social Benefits: The project has provided social benefits, such as education and training, as the local general workers will form part of the fence installer's team and receive a certificate of competence in fence installation upon completion of the project.

Environmental Impact

Environmental Mitigation Measures: the project has implemented measures to minimise environmental impact, such as waste management, noise reduction, polluted air and dust emission controls, and spill management to avoid noise, air, water and ground soil pollution.
The Provision of Supply and Installation of Perimeter Fence at Matjiesfontein project has had and will continue to have a positive impact on the local community, generating economic benefits, improving quality of life, and promoting sustainable practices. Continued community engagement and monitoring will cement the project's long-term benefits. The contractor aims to continuously assess and monitor the project's impact on the community and implement measures to mitigate any adverse effects.

AUDIT AND RISK COMMITTEE REPORT

We are pleased to present our report for the financial year ended 31 March 2026.

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, 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 77 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 83 of this report.

The Chief Executive Officer, Chief Financial Officer, Executives, Executive Director: Enterprise Services 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 2025/26 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, page 47 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 the ARC, 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 2025/26 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 2 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 in 2020 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 2025/26 Annual Financial Statements is appropriate.

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

The ARC has reviewed:

- The Audited Annual Financial Statements, to be included in the Annual Report, with the external auditors.
- The external auditor's letter to management and latter's response to it.
- 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 2026 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 Keitumetse Lebaka
Chairperson of the Audit and Risk Committee

B-BBEE COMPLIANCE PERFORMANCE INFORMATION

Has the Public Entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 –8) with regards to the following:		
Criteria	**Response Yes / No**	**Discussion** *(SANSA responses / measures taken to comply)*
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law?	No	This requirement is not aligned with 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 partnerships with the private sector?	No	SANSA utilises 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?	No	This is mostly applicable to the Neo Frontiers programme with the National Research Foundation. In future, an HCD grant with NEF and Denel could be a contributor in this regard.

Table 17 : SANSA B-BBEE Compliance

PART D

HUMAN RESOURCE MANAGEMENT

INTRODUCTION

The 2025/2026 financial year marks the first year of the 2025–2030 Strategic Plan period, and Part D of this Annual Report highlights the critical role of Human Resource Management (HRM) in enabling SANSA to achieve its strategic objectives, adapt to change, and respond effectively to a demanding operational context.

The HRM function remains essential to implementing the entity's strategy by ensuring the attraction, development, and retention of a capable and motivated workforce. During the 2025/2026 reporting period, focus was on strengthening organisational capacity, enhancing employee engagement, and aligning talent management practices with operational priorities. The function continued to serve as a strategic enabler supporting organisational performance, transformation, and long-term capability development.

Notwithstanding prevailing financial constraints, the organisation achieved measurable progress across several key human resource priorities:

- Talent pipeline development
- Succession planning
- Policy and governance frameworks
- Employee wellness initiatives

However, workforce capacity constraints remain key areas requiring attention to ensure sustainable organisational performance and effectiveness.

OVERVIEW OF KEY HUMAN RESOURCE PRIORITIES AND ACHIEVEMENTS FOR THE 2025/2026 FINANCIAL YEAR

The HRM function outlined the following key priorities:

- Workforce planning and recruitment of critical skills
- Talent management and succession planning
- Organisational culture and values activation
- Compensation and benefits alignment
- Learning and development implementation
- Employee wellness and wellbeing
- Policy development and governance strengthening
- Transformation, Employment Equity (EE), and Diversity, Equity, and Inclusion (DEI)

The HRM function highlighted the following achievements during the reporting period:

- Establishment of Talent Review Committee
- Establishment of Performance Management Committee
- Development of succession plans across programmes
- Implementation of graduate pipeline (32 participants)
- Awarding of 72 bursaries
- Launch of organisational structure review project
- Extensive training interventions across all programmes

Key Priorities And The Impact Assessment

This section provides an overview of the entity's progress in Human Resource Management (HRM) regarding the key priorities identified for 2025/2026. It assesses the impact of these initiatives on SANSA's performance and capabilities. The analysis in the table below illustrates progress toward these priorities and highlights ongoing challenges.

HRM KEY PRIORITY	2025/2026 PROGRESS	ASSESSMENT
Talent pipeline strengthened	· 32 interns/trainees and 5 learners enrolled · 72 bursaries awarded (49 accepted)	This supports long-term sustainability but does not address immediate capacity gaps that are highly evident, especially in the scarce and critical roles
Succession planning	· Talent Review Committee established · Successors identified for key roles	This represents a positive step towards strengthening leadership continuity; however, external recruitment remains necessary, as succession coverage for some scarce, critical, and executive roles remains limited. The risk of single points of failure, therefore, remains a concern within SANSA
Performance and reward alignment	· Pay progression model and remuneration framework are still under development	Implementation risk remains due to financial constraints and union resistance
Organisational culture	· Only 1 SANSA value out of 5 ("We extend Trust") was activated	Survey participation (25%) indicates low psychological safety and engagement risks
Learning and development	· Learning and Development active	Extensive training participation recorded. Funding limitations restrict broader rollout
Wellness interventions	· Wellness interventions active · Increased Employee Assistance Programme utilisation (EAP)	Stress was identified as the highest reported issue, and secondary issues were bereavement, relationships

Table 18: HRM Key Priorities

WORKFORCE PLANNING FRAMEWORK AND KEY STRATEGIES TO ATTRACT AND RECRUIT A SKILLED AND CAPABLE WORKFORCE

SANSA's workforce planning approach includes:

- Approved vs. actual workforce analysis
- Vacancy tracking by programme
- Succession planning integration
- Talent pipeline development (internships, bursaries, learnerships)

The organisation has a structured workforce planning approach, but execution is severely constrained by funding, posing risks to service delivery. A vacancy rate of 23.8% is significantly high and poses risks to operational delivery; the highest risk area is Space Engineering at 73% vacancy rate. There is a strong pipeline for future skills, but it does not address immediate operational shortages. The workforce grew modestly from 228 at the end of the previous financial year to 234 employees in this reporting period.

Recruitment Challenges

- Budget constraints limiting hiring
- Non-competitive salary positioning (despite being above market, affordability is constrained)
- Delays in filling critical roles
- Increased workload of existing employees

Strategies Implemented

- Graduate pipeline (internships, learnerships, bursaries)
- Targeted recruitment for executive and scarce roles
- Organisational structure review and redesign project initiated
- Succession planning for key roles finalised

EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

Effective performance management is a critical enabler of organisational success. It ensures that individual employee objectives are aligned with strategic priorities, promotes accountability, supports continuous feedback and development, and drives a high-performance culture. A well-functioning performance management system also enhances transparency, fairness, and consistency in evaluating employee contributions.

During the reporting period, significant progress was made in stabilising and improving the automated Performance Management (PM) System. Previous technical challenges that impacted usability and efficiency have been successfully addressed. The system is now functioning as intended, providing a reliable platform for performance contracting, monitoring, and assessment. This improvement has contributed to increased user confidence and smoother execution of performance management processes.

A Performance Management Moderation Committee was established to strengthen governance and ensure consistency in performance evaluations across the organisation. The Committee held its inaugural sitting in October 2025 and continues to play an oversight role during assessment cycles.

The purpose of the Moderation Committee is to:

- Ensure fairness, consistency, and objectivity in performance ratings across business units
- Mitigate potential bias in individual assessments
- Align performance outcomes with organisational standards and expectations
- Enhance credibility and integrity of the performance management process

The performance management framework is still being refined and not yet fully implemented.

Misalignment between performance and rewards may affect motivation and retention. This governance structure is a key step toward embedding a transparent and equitable performance culture.

EMPLOYEE WELLNESS PROGRAMME

During the reporting period, the organisation implemented a range of key wellness interventions to support employee well-being and foster a healthy, resilient workforce. These included the Employee Assistance Programme (EAP), which provided confidential face-to-face and virtual counselling services, as well as access to financial, legal, and trauma support. In addition, a Wellness Day initiative was held to raise awareness, promote preventive care, and reinforce a culture of well-being across the organisation.
The most frequently reported employee wellness concerns are highlighted in the graph below:
the organisation's strategic objectives.

EMPLOYEE WELLNESS CONCERN REPORTED

POLICY DEVELOPMENT

Five (5) HR policies were reviewed during this reporting period.

HUMAN RESOURCES MANAGEMENT FUTURE PLANS/GOALS

Human Resource Management will focus on strengthening the human capital foundation through a set of targeted strategic interventions. Priority will be placed on reducing the vacancy rate by filling critical roles and reinforcing funding strategies to support sustainable workforce capacity. The organisational structure review and redesign will also be undertaken to ensure optimal alignment between the structure and priority will be placed on enhancing talent management through the expansion of succession planning, the strengthening of coaching and mentoring initiatives, and the finalisation and implementation of a comprehensive remuneration framework, including a structured pay progression model in consultation with labour. In addition, focused efforts will be directed towards strengthening organisational culture through the rollout of the remaining four organisational values aimed at improving employee engagement, trust, and overall workplace cohesion. These interventions are intended to position the organisation for improved performance, resilience, and long-term sustainability.

HUMAN RESOURCE OVERSIGHT STATISTICS

Personnel-related expenditure

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	142 406	89 569	62.9%	75	1 194
Programme 2: Earth Observation	64 911	32 588	50.2%	34	958
Programme 3: Space Science	75 523	43 136	57.1%	55	784
Programme 4: Space Operations	119 087	45 146	38.1%	60	757
Programme 5: Space Engineering	49 520	15 296	30.9%	10	1 530
TOTAL	**451 447**	**226 004**	**50%**	**234**	**5 224**

Table 19: Personnel Cost by Programme

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	3 160	2%	1	3 160
Senior Management	12 648	6%	6	2108
Professional Qualified	94 903	48%	83	1 143
Skilled	77 461	39%	117	662
Semi-skilled	5 437	3%	15	362
Unskilled	4 187	2%	12	349
TOTAL	**197 797**	**100%**	**234**	**868**

Table 20: Personnel Cost by Salary Band

PERFORMANCE REWARDS

Level	Performance Rewards (R'000)	Total Personnel Expenditure (R'000)	% of Performance Rewards to Total Personnel Expenditure (R'000)
Top Management	-	3 160	0%
Senior Management	776	12 648	6%
Professional Qualified	6 639	94 903	7%
Skilled	5 331	77 461	7%
Semi-skilled	342	5 437	6%
Unskilled	109	4 187	3%
TOTAL	**13 199**	**197 797**	**7%**

Table 21: Performance Rewards

TRAINING COSTS

Programme/ activity/o objective	Total Personnel Expenditure (R'000)	Total Training Expenditure (R'000)	Training Expenditure as a % of Personnel Total Expenditure	No. of Employees Trained
Programme 1: Administration	197,797	3,275	1.7%	234
TOTAL	**197,797**	**3,275**	**1.7%**	**234**

Table 22: Training Costs

EMPLOYMENT AND VACANCIES PER PROGRAMME

Programme	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees	2025/2026 Vacancies	% of vacancies
Programme 1: Administration	75	85	75	14	16%
Programme 2: Earth Observation	7	34	10	25	73%
Programme 3: Space Science	29	48	34	14	29%
Programme 4: Space Operations	58	72	55	10	13.88%
Programme 5: Space Engineering	59	71	60	11	15%
TOTAL	**228**	**310**	**234**	**74**	**23.8%**

Table 23: Employment and Vacancies per Programme

Programme	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees	2025/2026 Vacancies	% of vacancies
Top Management	1	1	1	0	0
Senior Management	6	7	6	1	14%
Professional qualified	80	125	83	42	33,6%
Skilled	111	144	117	27	18,7%
Semi-skilled	18	21	15	6	28,5%
Unskilled	12	12	12	0	0
TOTAL	**228**	**310**	**234**	**74**	**24%**

Table 24: Employment and Vacancies per Salary Band

The appointment of an Employment Equity (EE) candidate to the Executive Director position in the Space Science portfolio presents a significant challenge, given the highly specialised nature of the role and the limited pool of suitably qualified candidates. A variety of recruitment approaches have been implemented to identify the most suitable individual for the position. These have included advertising on online recruitment platforms, the use of social media channels, engagement with recruitment agencies, and the appointment of executive search and headhunting firms.
Despite these efforts, the position has remained vacant since August 2023, following the passing of the Executive Director who previously held the role. The prolonged vacancy reflects both the scarcity of appropriately skilled candidates within the space science sector and the complexity of meeting EE requirements for senior, highly specialised positions. Similarly, the recruitment of specialised and skilled researchers has become increasingly difficult due to global competition for scarce scientific expertise. To address this challenge, SANSA continues to make use of recruitment agencies and targeted headhunting strategies to attract and secure suitably qualified candidates.

The current high vacancies are largely attributable to a temporary hold on recruitment as part of cost-containment measures. This measure was implemented to ensure financial sustainability and prudent budget management. It is anticipated that the vacancy rate will improve once budgetary constraints are eased and recruitment activities are able to resume at full capacity.

EMPLOYMENT CHANGES

Level	Employment at Beginning of 2025/2026 FY	Appointments	Terminations	Employment at end of the 2025/2026 FY
Top Management	1	-	-	1
Senior Management	6	-	-	6
Professional Qualified	80	10	7	83
Skilled	111	9	3	117
Semi-skilled	18	1	4	15
Unskilled	12	0	0	12
TOTAL	**228**	**20**	**14**	**234**

Table 25: Employment Changes

REASON FOR EMPLOYEES LEAVING

REASON	NUMBER OF EMPLOYEES	% OF TOTAL NO. OF EMPLOYEES LEAVING
Death	1	7%
Resignation	5	36%
Dismissal	1	7%
Retirement	4	29%
Ill health	0	0%
Expiry of contract	3	21%
Other	0	0%
TOTAL	**14**	**100%**

Table 26: Reason for Employees Leaving

LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal Warning	2
Written Warning	2
Final Written Warning	0
Dismissal	1

Table 27: Labour Relations: Misconduct and disciplinary action

EMPLOYMENT EQUITY STATUS

Level	Male							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	1	0	0	0	0	0	0	0
Senior Management	3	0	0	0	0	0	1	0
Professional Qualified	28	6	4	0	8	0	14	0
Skilled	40	4	4	0	2	0	5	0
Semi-skilled	9	0	0	0	0	0	1	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	**81**	**10**	**8**	**0**	**10**	**0**	**21**	**0**

Level	Female							
	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	2	0	0	0	0	0	0	0
Professional Qualified	15	6	1	0	2	0	7	0
Skilled	52	6	7	1	1	0	3	0
Semi-skilled	5	1	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	**74**	**13**	**8**	**1**	**3**	**0**	**10**	**0**

Table 28: Employment Equity Statistics

Level	Disabled Employees			
	Male		Female	
	Current	Target	Current	Target
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional Qualified	3	3	1	1
Skilled	0	0	0	0
Semi-skilled	1	0	0	0
Unskilled	0	0	0	0
TOTAL	**4**	**3**	**1**	**1**

Table 29: Employment Equity Status

PART E

PFMA COMPLIANCE REPORT

IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1. IRREGULAR EXPENDITURE

a) Reconciliation of irregular expenditure

Description	2025/26 R'000	2024/25 R'000
Opening balance	2 703	2 222
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Irregular expenditure confirmed	23	481
Less: Irregular expenditure condoned	-	-
Less: Irregular expenditure not condoned and removed	-	-
Less: Irregular expenditure recoverable1	-	-
Less: Irregular expenditure not recoverable and written off	-	-
Closing balance	2 726	2 703

Reconciling notes

Description	2025/26 R'000	2024/25 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]	2025/26 R'000	2024/25 R'000
Irregular expenditure under assessment	-	-
Irregular expenditure under determination	-	-
Irregular expenditure under investigation	-	-
Total	-	-

c) Details of irregular expenditure condoned

Description[2]	2025/26 R'000	2024/25 R'000
Irregular expenditure condoned	-	-
Total	-	-

[1] Transfer to receivables
[2] Group similar items

d) Details of irregular expenditure removed - (not condoned)

Description	2025/26 R'000	2024/25 R'000
Irregular expenditure NOT condoned and removed	-	-
Total	-	-

e) Details of irregular expenditure recoverable

Description	2025/26 R'000	2024/25 R'000
Irregular expenditure recoverable	-	-
Total	-	-

f) Details of current and previous year irregular expenditure written off (irrecoverable)

Description	2025/26 R'000	2024/25 R'000
Irregular expenditure written off	-	-
Total	-	-

Additional disclosure relating to Inter-Institutional Arrangements

g) Details of irregular expenditure where an institution is involved in an inter-institutional arrangement (where such institution is responsible for the non-compliance)[3]

Description	2025/26 R'000	2024/25 R'000
	-	-
Total	-	-
SANSA had zero (0) non-compliance cases where the entity was involved in an inter-institutional arrangement.		

h) Details of disciplinary or criminal steps taken because of irregular expenditure

Disciplinary steps taken
SANSA had zero (0) current and previous year disciplinary or criminal steps taken because of irregular expenditure.

[3] Refer to paragraphs 3.12, 3.13 and 3.14 of Annexure A (PFMA Compliance and Reporting Framework) to National Treasury Instruction No. 4 of 2022/2023

1.2. Fruitless and wasteful expenditure

a) Reconciliation of fruitless and wasteful expenditure

Description	2025/26 R'000	2024/25 R'000
Opening balance	-	-
Adjustment to opening balance	-	-
Opening balance as restated	-	-
Add: Fruitless and wasteful expenditure confirmed	-	-
Less: Fruitless and wasteful expenditure recoverable[4]	-	-
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	2025/26 R'000	2024/25 R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	-	-

b) Details of fruitless and wasteful expenditure

(under assessment, determination, and investigation)

Description[5]	2025/26 R'000	2024/25 R'000
Fruitless and wasteful expenditure under assessment	-	-
Fruitless and wasteful expenditure under determination	-	-
Fruitless and wasteful expenditure under investigation	-	-
Total	-	-

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

[4] Transfer to receivables
[5] Group similar items

c) Details of fruitless and wasteful expenditure recoverable

Description[5]	2025/26 R'000	2024/25 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[5]	2025/26 R'000	2024/25 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

Description
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.

1.3. Additional disclosure relating to material losses in terms of PFMA

Section 55(2)(b)(i) &(iii))6

a) Details of material losses through criminal conduct

Material losses through criminal conduct	2025/26 R'000	2024/25 R'000
Theft	-	-
Other material losses	-	-
Less: Recoverable	-	-
Less: Not recoverable and written off	-	-
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	2025/26 R'000	2024/25 R'000
N/A	-	-
Total	-	-

SANSA had no other material losses during the financial year

c) Other material losses recoverable

Nature of losses	2025/26 R'000	2024/25 R'000
N/A	-	-
Total	-	-

There were no material losses recovered.

d) Other material losses not recoverable and written off

Nature of losses	2025/26 R'000	2024/25 R'000
N/A	-	-
Total	-	-

There were no material losses written off.

LATE AND/OR NON-PAYMENT OF SUPPLIERS

Description	Number of invoices	Consolidated Value R'000
Valid invoices received	4 834	238 297
Invoices paid **within** 30 days or agreed period	4 448	228 252
Invoices paid **after** 30 days or agreed period	161	4 812
Invoices older than 30 days or agreed period **(unpaid and without dispute)**	-	-
Invoices older than 30 days or agreed period **(unpaid and in dispute)**	29	194

The 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 delivered after the invoice date or receipt of the invoice
- Invoices were not received from the suppliers on time
- Invoices were received with errors
- Invoices received were not matching the purchase orders
- Internal approval delays

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Exhibition at NewSpace Africa Conference 2025	Space in Africa	Sole Supplier	DEV/CO/005/04/2025	103
Provision of an exhibition floor space at the IAC 2025	MCI Australia	Sole Supplier	DEV/CO/006/04/2025	2 152
Exhibition Stand for National Space Conference	MEI Design	Sole Supplier	DEV/CO/007/08/2025	250
Airport Branding – G20 SELM	Provantage Media Group	Sole Supplier	DEV/CO/008/08/2025	496
Microsoft Licenses	Microsoft Corporation	Sole Supplier	DEV/CO/009/09/2026	8 906
Development of the business case of the SANSA Growth and Investment Strategy	African Proficiency Management Consulting	Single Source	DEV/CO/010/02/2026	371
Board Secretariat Services	First Corporate Secretaries	Single Source	DEV/CO/011/03/2026	123
Google Earth Engine Commercial licenses for 5 users	28East	Single Source	DEV/EO/12/06/2025	828
Bronze Exhibition Package	Regional Centre for Mapping of Resources for Development (RCMRD)	Sole Supplier	DEV/EO/14/09/2025	52
Maintenance and support renewal of ESRI enterprise and image server license.	ESRI South Africa	Sole Supplier	DEV/EO/16/11/2025	320
Silver Exhibition Package	Space in Africa	Sole Supplier	DEV/EO/17/01/2026	98
Multi-sensor Satellite Imagery	Vantor Hub (Maxar)	Sole Supplier	DEV/EO/18/03/2026	5000
Ansys STK Pro software technical support	QFinSoft	Sole Supplier	DEV/SE/001/08/2025	462
House rental at MTJ site	Lord Milner Hotel	Single Supplier	SO/DEV/01/04/2025	728
Equipment calibration	InterCal	Sole Supplier	SO/DEV/02/10/2025	22
Equipment calibration	Protea Electronics	Sole Supplier	SO/DEV/03/09/2025	112
UPS Repairs	Nghilazi Group	Emergency	SO/DEV/04/09/2025	190
Regular Membership	Afrinic	Sole Supplier	SO/DEV/05/01/2026	193

3.1. PROCUREMENT BY OTHER MEANS

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Mathematica License	Blue Stallion	Sole Supplier	DEV/SS/01/06/2025	19
Emergency Sewerage repair	Dr Tap	Emergency	DEV/SS/02/07/2025	68
Emergency Fence and Boom repair	Ace Gates & Fence	Emergency	DEV/SS/03/07/2025	43
Robotics Mats	Kids Innovate Africa	Sole Supplier	DEV/SS/04/09/2025	5
Emergency repairs to entrance boom	Ace Gates & Fence	Emergency	DEV/SS/05/10/2025	10
Electrical Repairs Upington Ionosonde	Movement Technical Services	Emergency	DEV/SS/06/10/2025	5
SDG STEM Starter Kits	Meta Economic Development Organization	Sole Supplier	DEV/SS/07/12/2025	200
Math Lab license	Opti-Num Solutions	Sole Supplier	DEV/SS/08/12/2025	38
Zoom Licence	Tenet	Single Source	DEV/SS/09/12/2025	41
Total				**20 834**

3.2. CONTRACT VARIATIONS AND EXPANSIONS

Project description	Name of supplier	Contract modification type (Expansion or Variation)	Contract number	Original contract value R'000s	Value of previous contract expansion/s or variation/s (if applicable) R'000s	Value of current contract expansion or variation R'000s
Public Liability Insurance for Floorspace at IAC 2025	Exponet	Variation	VO/CO/04/09/2025	1 403	None	162
Provision Of Turnkey Solution for Office Automation Technologies	Konica Minolta	Expansion	VO/CO/05/10/2025	2 882	8	R0.00 *
The contract for the National Water Quantity Monitoring Product has been extended to ensure alignment with the Department of Water and Sanitation (DWS) contract for which the services are provided.	GeoTerraImage (GTI)	Expansion	EO/VO/02/01/2026	6 675	None	1 706
EO-Sat1 Satellite Flight Model Delivery and Commissioning	Denel Guided Weapons	Variation	VO/SE/001/07/2025	200 000	None	30 000
Supply VoIP SIP Trunk	IPT Holdings	Variation	SO/VO/01/06/2025	154	None	15
Fence Matjiesfontein	Mbitana Sombs JV	Expansion	SO/VO/02/09/2025	15 631	None	2 986
2xEquipment Shelter	Dalucon Refrigeration Products	Expansion	SO/VO/03/02/2026	988	None	9
ISRO Antenna	Khuluphala Trading	Expansion	SO/VO/04/03/2026	1 506	None	R0.00 *
Equipment Calibration	Concilium Technologies	Expansion	SO/VO/07/03/2026	728	None	90
Coffee Machine rental	Nestle	Expansion	SS/VO/01/05/2025	245	None	R0.00 *
Cleaning Services	Bidvest Prestige	Expansion	SS/VO/02/12/2025	801	None	82
Total				**231 012**	**8**	**35 050**
* (Extension of contract period only)						

PART F

FINANCIAL INFORMATION

SOUTH AFRICAN NATIONAL SPACE AGENCY

ANNUAL FINANCIAL STATEMENTS

31 MARCH 2026

Name of Controlling Department	Department of Science Technology and Innovation
Contact information:	
Name of Chief Financial Officer:	Brighton Jena
Contact e-mail address:	bjena@sansa.org.za
Name of relevant Auditor:	A2A Kopano Incorporated
Contact telephone number:	(012) 460 9885
Contact e-mail address:	tsitsi.maenzanise@a2akopano.co.za
Preparer	Tshegofatso Khutsoane
Contact e-mail address:	tkhutsoane@sansa.org.za
Reviewer	Leonie Engelbrecht
Contact e-mail address:	lengelbrecht@sansa.org.za
Name of contact at National Treasury:	Nthua Mothala
Contact number:	082 851 2512
Contact e-mail address:	Nthua.Motlhala@Treasury.gov.za

Submission Sign-off:

Chief Executive Officer Humbulani Mudau

Date

Chief Financial Officer Brighton Jena

Date

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
Meiring Naudé Road
Pretoria
0087

Postal address
PO Box 484
Silverton
Pretoria
0127

Auditor
A2A Kopano Incorporated
147 Marais Street
Brooklyn
Pretoria
0181
(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 independ-ently 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 Statement of Financial Position as at 31 March 2026 and financial forecast for the year ending 31 March 2027 and is satisfied that the agency has access to adequate resources to continue as a going concern for the foreseeable future.

Mr. Andrew Khutso Msiza
The Board Interim Chairperson

Mr. H. Mudau
Chief Executive Officer

Independent auditor's report to Parliament on South African National Space Agency

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENT

Opinion

1. We have audited the financial statements of the South African National Space Agency set out on pages 127 to 179, which comprise the statement of financial position as at 31 March 2026, 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 2026 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	R 4,5 million
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.

Responsibilities of accounting authority for the financial statements

11. 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.
12. 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

13. 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.
14. 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 pages 123 - 125 of the annexure to the auditor's report, forms part of our auditor's report.

Report on the audit of the annual performance report

15. 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.
16. We selected the following presented in the annual performance report for the year ended 31 March 2026 for auditing. We selected indicators that measure the entity's performance on its primary mandated functions and that are of significant national, community or public interest.
    - 1.2.1. Functional SAEOS portal established
    - 1 .4.1. Number of public awareness initiatives implemented
    - 1.4.3. Percentage achievement of AIT facility upgrade project implementation milestones
    - 1.5.1. Percentage achievement of MT J project implementation milestones
    - 1.5.2. Percentage achievement of EO-SAT · project implementation milestones
    - 2.1.1. National research productivity score for supported R&D (Earth Observation; Space Science)
    - 3.1.1. Rand value of revenue generated from space operations, applications and services (Earth Observation; Space Science and Space Operations)
    - 3.2.1. Number of missions supported
    - 3.2.2. Number of exploration missions supported
    - 3.3.1. Number of new hosted facilities
    - 3.4.1. Number of commercial agreements signed
    - 5.1.1. Number of youths directly engaged on space-related sciences
    - 5.2.1. Number of students and interns supported for formalised training
    - 5.2.2. Number of students and interns supported for technical training

17. We evaluated the reported performance information for the selected indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the public entity's planning and delivery on its mandate and objectives.

18. 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

19. We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
20. We did not identify any material findings on the reported performance information for the selected programmes.

Other matter

21. We draw attention to the matter below.

Achievement of planned targets

22. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- and under achievements.
23. 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 31 to 65.

Targets achieved: 91%		
Key indicators not achieved	**Planned target**	**Reported achievement**
1.5.1 Percentage Achieved of MT J project implementation milestones	90% achieved of MTJ project implementation milestones	27%
5.1.2 Percentage achieved of EO-SAT 1 project implementation milestones	50% achieved of EO-SAT 1 project implementation milestones	27%

Report on compliance with legislation

24. 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.
25. 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.
26. 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.
27. The selected legislative requirements are included in the annexure to this auditor's report.
28. We did not identify any material non-compliance with the selected legislative requirements.

Other information in the annual report

29. 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.
30. 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.
31. 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.
32. 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.
33. We have nothing to report in this regard.

Internal control deficiencies

34. 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

35. 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

36. 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 2025 to 31 December 2025 and the report was issued to the South African National Space Agency on 26 June 2026.

Audit tenure

37. 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 four years.

Disclosure of fee-related matters

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

Categories of services	Amount
Financial statements audits	R 1 895 058
Other services	R 223 289

A2A Kopano Incorporated
Tsitsi A Maenzanise
Director
Registered Auditor

31 July 2026

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) 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) & (b), 16A6.3(c), 16A6.6, 16A.7.1 Regulations - 16A.7.3, 16A.7.6, 16A.7.7, 16A8.3; 16A8.4, Regulations - 16A9.1(b)(ii), 16A9.1(d), 16A9.1(e); 16A9.1(f), Regulations - 16A9.2(a)(ii), 8.2.1 and 8.2.2, 30.1.1, 30.1.3(a) 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) ; 6(8), 7(8), 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 2026

	Note	2026 R	2025 R
ASSETS			
Current Assets		**898 301 892**	**782 232 171**
Cash and Cash Equivalents	4	836 252 706	690 871 371
Receivables from Exchange Transactions	5	54 185 553	88 440 903
Inventory	6	7 863 633	2 919 897
Non-Current Assets		**546 078 608**	**531 983 636**
Property, Plant and Equipment	7	484 203 436	487 937 574
Intangible Assets	9	16 875 172	13 443 055
Receivables from Exchange Transactions	5	45 000 000	30 603 007
Total Assets		**1 444 380 500**	**1 314 215 807**
LIABILITIES			
Current Liabilities		**863 311 537**	**684 521 965**
Trade and Other Payables	10	27 292 366	37 287 341
Provisions	11	16 178 505	13 452 871
Conditional Grants	12	818 778 100	633 363 165
Operating Lease Liability	14	1 062 566	418 588
Total Liabilities		**863 311 537**	**684 521 965**
NET ASSETS		**581 068 968**	**629 693 845**
Accumulated Surplus		581 068 968	629 693 845
Total Net Assets		**581 068 968**	**629 693 845**

STATEMENT OF FINANCIAL PERFORMANCE
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 R	2025 R
REVENUE			
Revenue from Non-Exchange Transactions			
Transfers and Grants	13	246 443 178	257 952 288
Revenue from Exchange Transactions			
Interest	15	5 033 837	8 062 657
Rendering of Services	16	153 811 981	167 700 292
Other Income	17	2 005 771	2 681 411
Impairment Reversals	29	1 049 257	68 422
Total Revenue		**408 344 024**	**436 465 070**
EXPENDITURE			
Employee Related Costs	18	225 886 295	199 804 686
Board Member Remuneration	19	1 939 813	2 511 240
Depreciation and Amortisation	20	41 477 384	40 712 028
Repairs and Maintenance	8.1	17 193 070	17 571 163
Data Licence Fees	21	12 729 569	45 924 303
Grant Related Expenditure	22	35 614 135	28 851 957
Student Bursaries		5 095 734	6 375 113
Antenna Infrastructure Services	23	6 913 711	14 208 351
Training Expenses	24	3 274 493	2 122 582
Other Operating Expenses	25	97 909 420	100 651 369
Net Losses on Foreign Exchange Transactions	26	2 547 735	3 370 659
Net Losses on Disposal of Property, Plant and Equipment	27	1 238 683	296 620
Impairment Losses	29	-	447 634
Total Expenditure		**451 820 042**	**462 847 705**
DEFICIT FOR THE YEAR		**(43 476 018)**	**(26 382 635)**

STATEMENT OF CHANGES IN NET ASSETS
FOR THE YEAR ENDED 31 MARCH 2026

Description	Note	Accumulated Surplus R
2025		
Balance at 01 April 2024		656 076 480
Deficit for the year		(26 382 635)
Balance as at 31 March 2025		**629 693 845**
2026		
Balance at 01 April 2025		629 693 845
Effect of adopting GRAP 104 (Revised)	39	(5 148 859)
Deficit for the year		(43 476 018)
Balance at 31 March 2026		**581 068 968**

CASH FLOW STATEMENT
FOR THE YEAR ENDED 31 MARCH 2026

	Note	2026 R	2025 R
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts			
Transfers and Grants	13	397 017 154	160 780 009
Rendering of services	16	169 601 710	143 901 164
Interest	15	39 843 818	52 985 922
Other Receipts	17	2 005 771	2 681 410
Payments			
Employee Related Costs		(225 100 474)	(200 930 834)
Suppliers		(195 572 599)	(211 815 146)
NET CASH FLOWS FROM OPERATING ACTIVITIES	**28**	**187 795 380**	**(52 397 474)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Acquisition of Property, Plant and Equipment	7	(34 657 894)	(72 802 557)
Proceeds on Sale of Property, Plant and Equipment		2 091	579 005
Acquisition of Intangible Assets	9	(7 758 242)	(1 204 024)
NET CASH FLOWS FROM INVESTING ACTIVITIES		**(42 414 045)**	**(73 427 576)**
NET INCREASE / (DECREASE) IN CASH AND CASH EQUIVALENTS		**145 381 335**	**(125 825 050)**
Cash and Cash Equivalents at the beginning of the year		690 871 371	816 696 421
Cash and Cash Equivalents at the end of the year	4	**836 252 706**	**690 871 371**

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS
FOR THE YEAR ENDED 31 MARCH 2026

	Note	Approved Budget	Final Budget	Actual Amounts on a Comparable Basis	Difference
		2025/26	2025/26	2025/26	2025/26
Receipts		R	R	R	R
Revenue from Non-exchange Transactions		**729 375 534**	**570 273 267**	**246 443 178**	**(323 830 089)**
Operations Transfers		150 253 000	150 253 000	150 253 000	-
Conditional Transfers	3.3.1	569 907 784	410 143 504	88 776 998	(321 366 506)
Research Grants	3.3.2	2 714 750	3 876 763	2 644 504	(1 232 259)
Post graduate student bursary support		6 500 000	6 000 000	4 768 676	(1 231 324)
Revenue from Exchange Transactions		**186 160 579**	**159 213 912**	**153 811 981**	**(5 401 931)**
Contract Income: Public	3.3.3	70 663 037	25 868 082	26 315 597	447 515
Contract Income: Private	3.3.4	7 501 083	7 501 083	7 146 480	(354 603)
Contract Income: Foreign	3.3.5	107 996 459	125 844 747	120 349 904	(5 494 843)
Other Income	3.3.6	23 590 629	7 092 540	7 039 608	(52 932)
Prior year Surplus Brought Forward		-	75 243 369	11 962 703	(63 280 666)
Total Receipts		**939 126 742**	**811 823 088**	**419 257 470**	**(392 565 618)**
Expenditure					
Current Payments					
Employee Related Costs	3.3.7	246 640 180	229 999 556	225 886 295	4 113 261
Board Member Remuneration		2 524 809	2 196 583	1 939 813	256 770
Repairs and Maintenance	3.3.8	17 855 200	14 616 741	17 193 070	(2 576 329)
Data Licence fees	3.3.9	30 006 875	36 719 675	12 729 569	23 990 106
Grant related Expenditure	3.3.10	83 226 867	73 782 813	35 614 135	38 168 678
Student Bursaries	3.3.11	6 050 000	5 620 000	5 095 734	524 266
Antenna Infrastructure Services	3.3.12	13 354 034	4 354 034	6 913 711	(2 559 677)
Training Expenses	3.3.13	7 842 407	5 378 543	3 274 493	2 104 050
Other Operating Expenses	3.3.14	137 024 891	142 264 787	97 909 420	44 355 367
		544 525 263	**514 932 732**	**406 556 240**	**108 376 492**
Payments for Capital Assets					
Plant and Machinery	3.3.15	263 552 173	161 661 669	21 286 081	140 375 588
Software and intangible assets	3.3.16	24 000 000	12 000 000	7 758 243	4 241 757
Buildings and other fixed structures	3.3.17	87 000 356	100 478 162	408 776	100 069 385
Office Equipment	3.3.18	50 000	-	2 574 508	(2 574 508)
Office Furniture	3.3.19	-	-	1 510 560	(1 510 560)
Computer Equipment	3.3.20	19 998 951	22 750 526	3 318 684	19 431 842
Infrastructure	3.3.21	-	-	5 074 101	(5 074 101)
Leasehold Improvements	3.3.22	-	-	485 184	(485 184)
		394 601 479	**296 890 356**	**42 416 137**	**254 474 219**
Total Expenditure		**939 126 742**	**811 823 088**	**448 972 377**	**362 850 711**
Cash deficit	**3.3.23**	**-**	**-**	**(29 714 907)**	**(29 714 907)**

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	**12 701 230**	**-**	**(42 416 137)**	**(29 714 905)**
Basis Differences	175 094 150	-	2 092	175 096 242
Timing Differences	-	-	-	-
Entity Differences	-	-	-	-
Actual amount in Cash Flow Statement	**187 795 380**		**(42 414 045)**	**145 381 335**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

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 1.2.2 on Financial Assets Classification and Accounting Policy 1.2.3 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 and historical experience. The criteria for impairment is the credit risks associated to the principal amount of a contract or debt which could result in expected 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 where the credit risk has increased significantly if payments are more than 90 days due. 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 reassessing 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, the recoverable service amount is estimated. An impairment loss is recognised if the carrying amount exceeds the recoverable service amount.

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 with effect from 1 April 2025

1.2.1 Initial Recognition

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument.

The entity has assessed its financial assets and determined that all financial assets are held within a business model whose objective is to collect contractual cash flows. The contractual cash flows consist solely of payments of principal (and interest, where applicable). Accordingly, all financial assets are measured at amortised cost.

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset or a contractual right to exchange financial instruments under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset or a contractual obligation to exchange financial instruments under conditions that are potentially unfavourable to the entity.

1.2.2 Financial Assets - Classification

Financial assets are classified as subsequently measured at amortised cost or fair value on the basis of the entity's financial asset management model and the characteristics of the contractual cash flow from the financial asset. The financial asset is measured at amortised cost if it is held within a management model with the objective to hold financial assets to collect contractual cash flows and the contractual cashflows consist solely of payments of principal and interest (where applicable).

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
Other Receivables	Financial Assets at Amortised Cost

1.2.3 Financial Liabilities - Classification

Financial liabilities are classified subsequently measured at amortised cost, except for the exclusion as prescribed in GRAP104 where financial liabilities would be classified at fair value.

The entity has considered the definition and classification criteria of financial liabilities as set out in GRAP 104, the assessment of the business model and the contractual terms of the financial liabilities. The determination was that the financial liabilities held by the entity are classified as subsequently measured at amortised cost.
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 payables	Financial Liabilities at Amortised Cost

1.2.4 Initial 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.

1.2.4 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.

Subsequent to initial recognition, the financial assets and liabilities are both measured at amortised cost.

1.2.5 Impairment of Financial Assets

Financial assets measured at amortised cost are assessed for expected credit losses at each reporting date.

Trade receivables are assessed using the lifetime expected credit loss model (ECL). Expected credit losses are determined using a provision matrix based on historical experience and adjusted for current conditions with reasonable and supporting forward-looking information.

Deposits and other financial receivables are assessed individually, considering the third party's creditworthiness, contractual recovery mechanisms and projections. Where there has not been a significant increase in credit risk since initial recognition, a 12-month expected credit loss is recognised. Where there has been a significant increase in credit risk, lifetime expected credit losses are recognised. The losses represent the present value of cash shortfalls over the expected life of the financial asset and are measured using probability-weighted outcomes.

A significant increase in credit risk is presumed when contractual payments are more than 30 days past due, unless reasonable and supportable information indicates otherwise. The entity considers a financial asset to be in default when contractual payments are more than 90 days past due, unless counterparty-specific information indicates otherwise.

The final administrative step is the writing off of the loss, where the carrying amount of a financial asset is reduced. The indicators for write-off is that there is no reasonable expectation for collection after all reasonable collection steps have been exhausted and the debt is legally prescribed or the debtor is insolvent.

1.2.6 Derecognition

Financial assets are derecognised when the contractual rights to receive cash flows expire, are settled or waived, or when all risks and rewards are transferred, or has transferred control of the asset to another party.

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, expire or waived.

1.2.7 Presentation

Interest, losses and gains relating to a financial liability is recognised as a revenue or expense in surplus or deficit.

1.3 Financial Instruments for periods up to 31 March 2025 (applicable to comparative information)

The accounting policies below were applicable to periods up to 31 March 2025 and are applicable to comparative information.

1.3.1 Initial Recognition

Financial assets and financial liabilities are recognised when the entity becomes a party to the contractual provisions of the instrument.

The entity has assessed its financial assets and determined that all financial assets are held within a business model whose objective is to collect contractual cash flows. The contractual cash flows consist solely of payments of principal (and interest, where applicable). Accordingly, all financial assets are measured at amortised cost.

A financial asset is any asset that is cash, a contractual right to receive cash or another financial asset or a contractual right to exchange financial instruments under conditions that are potentially favourable to the entity.

A financial liability is any liability that is a contractual obligation to deliver cash or another financial asset or a contractual obligation to exchange financial instruments under conditions that are potentially unfavourable to the entity.

1.3.2 Classification

1.3.2.1 Financial Assets

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.

1.3.2.2 Financial Liabilities

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

1.3.3 Initial 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.

1.3.4 Subsequent measurement

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.

Subsequent to initial recognition, the financial assets and liabilities are both measured at amortised cost.

1.3.5 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.

1.3.6 Derecognition

Financial assets are derecognised when the contractual rights to receive cash flows expire, are settled or waived, or when all risks and rewards are transferred, or has transferred control of the asset to another party.

Financial liabilities are derecognised when the obligation specified in the contract is discharged, cancelled, expired or waived.

1.3.7 Presentation

Interest, losses and gains relating to a financial liability is recognised as a revenue or expense in surplus or deficit.

1.4 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 current replacement cost.

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.

1.5 Property, Plant and Equipment

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

In applying iGRAP 18 on Recognition and Derecognition of Land, an assessment should be done to determine if 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. If these indicators can be confirmed, the land should be recognised as assets. Refer to note 8.3 for the conclusion on the annual assessment.

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. Assets purchased at a cost below R5000 are treated as minor assets and are depreciated to R1 in the month of purchase. SANSA's accounting policy is to depreciate assets as follows:

Asset Class	Useful Life (Years)	Asset Class	Useful Life (Years)
Freehold Land		**Other**	
Land	Indefinite	Computer Equipment	1 - 5
		Exhibits	3 - 15
Freehold Buildings		Motor Vehicles	3 - 7
Buildings	15 - 50	Office Equipment	3 - 15
Infrastructure	10 - 20	Office Furniture	3 - 15
		Plant and Machinery	2 - 20
Minor Assets		Research Equipment	2 - 15
Asset below cost of R5000 (all asset classes)	1 - 5	Laboratory Equipment	2 - 15
Leasehold Improvements			
Improvements	Shorter of the contract period or useful life		

1.5.1 Impairment of Non-Financial Assets

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 cashgenerating 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.

1.6 Intangible Assets

Intangible assets are stated at cost, being the initial cost less any accumulated amortisation and impairment losses. Amortisation ischarged 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.

1.7 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.

1.8 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.

1.8.1 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.

1.8.2 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.

1.9 Revenue Recognition

1.9.1 Revenue from Exchange Transactions

1.9.1.1 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.

1.9.1.2 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.

1.9.2 Revenue from Non-exchange Transactions

1.9.2.1 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.

1.10 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.

1.11 Employee Benefits

1.11.1 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.

1.11.2 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.

1.11.3 Bonus, incentive and performance-related payments

1.11.3.1 Staff Bonuses Accrued

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

1.11.3.2 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.

1.11.4 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.

1.12 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.

1.13 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.

1.14 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.

1.15 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.

1.16 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 01/04/2025 to 31/03/2026. A reconciliation between the surplus/(deficit) for the period as per the Statement of Financial Performance and budgeted surplus/(deficit) is included in Note 3, 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.

1.17 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	1 April 2027	Disclosure on going concern to be expanded to include judgements and assumptions regarding as well as note material uncertainties related to events or conditions that may cast significant doubt on ability to continue as a going concern.
GRAP 103 (amended)	Heritage Assets	1 April 2027	Impact on asset disclosure being assessed for implementation
GRAP 105 (amended)	Transfers of Functions Between Entities Under Common Control	1 April 2027	The amendments are not expected to have an impact on the entity's financial statements.
GRAP 106 (amended)	Transfers of Functions Between Entities Not Under Common Control	1 April 2027	The impact on the financial statements will depend on the nature of future transactions. However, the amendments are expected to result in more transactions being classified as asset acquisitions rather than transfers of functions, particularly where the value i concentrated in a single asset. Furthermore, the amendments will result in additional disclosures, including the primary reasons for a transfer and more detailed information regarding the classes of assets acquired and liabilities assumed.
GRAP 107 (amended)	Mergers	1 April 2027	The amendments are not expected to have an impacton the entity's financial statements.

1.18 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.

1.19 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 36. 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.

1.20 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 Technology and Innovation is the executive authority and more broadly, to all entities controlled by the national executive.

1.21 Living and Non-Living Resources

In terms of GRAP 110, Living and Non-living Resources held should be assessed 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 on the Hartebeesthoek Farm, Krugersdorp. Please refer to note 38 for assessment of the game for this financial year.

1.22 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).

Prior year adjustments relating to income and expenditure are credited, debited against accumulated surplus/(deficit) when retrospective adjustments are made.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

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 costeffective 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 utilises an internal cost recovery model in terms of which the cost of shared services is recovered from operating segments. Cost recovery income and expenditure are eliminated under other income and general expenses.

Inter-segment transactions are eliminated in the Eliminations column below.

2.1 Segmented Financial Performance

2026	Adminis-tration	Earth Observation	Space Operations	Space Science	Space Engineering	Eliminations	Total
	R	R	R	R	R	R	R
REVENUE							
Revenue from Non - Exchange Transactions							
Transfers and Subsidies Received	61 761 317	36 943 369	50 162 445	53 483 796	44 092 252	-	**246 443 178**
Revenue from Exchange Transactions							
Interest Income	1 887 328	78 448	2 614 990	305 420	147 651	-	**5 033 837**
Other Income	89 143 428	44 715	249 961	941 798	6 855 900	(95 230 031)	**2 005 771**
Rendering of Services	-	9 247 380	132 972 502	11 592 099	-	-	**153 811 981**
Impairment Reversals	939 159	41 889	97 541	(28 895)	(437)		**1 049 257**
Total Revenue	**153 731 232**	**46 355 801**	**186 097 439**	**66 294 218**	**51 095 366**	**(95 230 031)**	**408 344 024**
Expenditure							
Employee Related Costs	89 473 983	32 588 081	45 415 600	43 112 306	15 296 325	-	**225 886 295**
Board Member Remuneration	1 939 813	-	-	-	-	-	**1 939 813**
Depreciation and Amortisation	2 566 077	8 577 296	18 340 900	11 641 368	351 743	-	**41 477 384**
Repairs and Maintenance	4 275 062	1 177 151	9 249 119	2 489 287	2 451	-	**17 193 070**
Data Licence fees	-	12 729 569	-	-	-	-	**12 729 569**
Grant Related Expenditure	-	2 902 059	-	488 260	32 223 816	-	**35 614 135**
Student Bursaries	-	-	-	5 095 734	-	-	**5 095 734**
Antenna Infrastructure Services	-	-	6 913 711	-	-	-	**6 913 711**
Training Expenses	3 206 783	-	-	67 710	-	-	**3 274 493**
Other Operating Expenses	40 939 758	8 416 581	126 970 331	15 166 658	1 646 123	(95 230 031)	**97 909 420**
Net Losses on Foreign Exchange Transactions	331 767	(114 135)	2 327 355	1 816	932	-	**2 547 735**
Net Losses on Disposal of Property, Plant and Equipment	25 022	1 129 660	71 084	12 917	-	-	**1 238 683**
Total Expenditure	**142 758 265**	**67 406 262**	**209 288 100**	**78 076 056**	**49 521 390**	**(95 230 031)**	**451 820 042**
Surplus (Deficit) for the year	**10 972 967**	**(21 050 461)**	**(23 190 661)**	**(11 781 838)**	**1 573 976**		**(43 476 018)**
Assets							
Segment non-current assets	9 850 034	21 658 739	124 148 344	67 684 250	322 737 241	-	546 078 608
Segment current assets	1 351 227 806	29 964 007	160 027 199	163 161 859	11 407 575	(817 486 554)	898 301 892
Total Segment assets	**1 361 077 840**	**51 622 746**	**284 175 543**	**230 846 109**	**334 144 816**	**(817 486 554)**	**1 444 380 500**
Liabilities							
Segment current liabilities	306 073 164	(19 098 727)	(89 444 443)	(147 436 264)	(4 268 748)	817 486 554	863 311 537
Total Segment Liabilities	**306 073 164**	**(19 098 727)**	**(89 444 443)**	**(147 436 264)**	**(4 268 748)**	**817 486 554**	**863 311 537**
Capital expenditure	2 070 580	7 106 855	26 422 495	5 798 804	1 017 404	-	**42 416 137**
Non cash items excluding depreciation and amortisation							
Deferred revenue	-	4 515 404	4 512 024	265 407	-	-	**9 292 835**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

2025	Adminis-tration 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	52 523 582	77 088 719	54 049 751	45 886 629	28 403 607	-	**257 952 288**
Revenue from Exchange Transactions							
Interest Income	2 298 808	588 959	4 508 316	666 574	-	-	**8 062 657**
Rendering of Services	-	8 352 562	146 216 720	13 131 010	-	-	**167 700 292**
Other Income	78 818 096	124 102	315 631	1 952 506	7 937 728	(86 466 652)	**2 681 411**
Impairment Reversals	-	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 and 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**
General 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 Losses	163 100	-	-	284 534	-	-	**447 634**
Total Expenditure	**136 227 166**	**117 605 417**	**184 175 791**	**88 171 154**	**23 134 828**	**(86 466 652)**	**462 847 705**
Surplus / (Deficit) for the year restated	**(2 586 680)**	**(31 382 653)**	**20 914 627**	**(26 534 435)**	**13 206 507**	**-**	**(26 382 635)**
Assets							
Segment non-current assets	10 418 155	24 258 840	116 088 631	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	25 591 870	(675 279 315)	**782 232 171**
Total Segment assets	**1 108 323 908**	**39 670 694**	**308 301 065**	**199 931 396**	**333 268 061**	**(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**

2.2 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	**2026 R**	**2025 R**
Gauteng Province		
Administration	61 761 317	52 523 582
Earth Observation	36 943 369	77 088 719
Space Operations	50 162 445	54 049 751
Space Engineering	44 092 252	28 403 607
	192 959 383	**212 065 659**
Western Cape Province		
Space Science	53 483 796	45 886 629
Total Revenue from Non-exchange Transactions	**246 443 178**	**257 952 288**

	2026 R	2025 R
Revenue from Exchange Transactions		
Gauteng Province		
Administration	91 969 915	81 116 904
Earth Observation	9 412 432	9 134 045
Space Operations	135 934 994	151 040 667
Space Engineering	7 003 114	7 937 728
	244 320 455	**249 229 344**
Western Cape Province		
Space Science	12 810 422	15 750 090
Total Revenue from Exchange Transactions	**257 130 877**	**264 979 434**
Total Revenue	**503 574 056**	**522 931 722**

Total revenue amounted to R503 574 056 in the geographical areas before an elimination amount of inter-segment revenue of R95 230 031 (2025 total revenue amounted to R522 931 722 before the elimination amount of R86 466 652 pertaining to inter-segment revenue and asset transfers).

Segment Expenditure

Gauteng Province		
Administration	142 758 265	136 227 166
Earth Observation	67 406 262	117 605 417
Space Operations	209 288 100	184 175 791
Space Engineering	49 521 390	23 134 828
	468 974 017	**461 143 202**
Western Cape Province		
Space Science	78 076 056	88 171 155
Total Expenditure	**547 050 073**	**549 314 357**

The total expenditure amounted to R547 050 073 in the geographical areas before the elimination of inter-segment of expenditure R95 230 031 (2025 total expenditure amounted to R549 314 357 before the elimination of R86 466 652 pertaining to inter-segment expenditure and asset transfers).

Segment Non-Current Assets

Gauteng Province		
Administration	9 850 034	10 418 155
Earth Observation	21 658 739	24 258 840
Space Operations	124 148 344	116 088 630
Space Engineering	322 737 241	307 676 191
	478 394 358	**458 441 816**
Western Cape Province		
Space Science	67 684 250	73 541 820
Total Non-Current Assets	**546 078 608**	**531 983 636**

Segment Current Assets

Gauteng Province		
Administration	824 181 902	653 320 225
Earth Observation	1 520 807	2 072 548
Space Operations	59 300 721	98 000 007
Space Engineering	5 362 645	19 546 939
	890 366 075	**772 939 719**
Western Cape Province		
Space Science	7 935 817	9 292 452
Total Current Assets	**898 301 892**	**782 232 171**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2026

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 2025 to 31 March 2026.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 R321 366 506 relates mostly to the following:

Satellite Development Programme

The balance of the grant could not be spent as the grant agreement has expired and SANSA is liaising with the DSTI in repurposing the funds and awaiting approval.

Satellite Assembly Integration and Testing facilities

The Satellite Assembly Integration and Testing facilities project started with R17.5m reallocated to the SIH funding for this purpose.

Earth Observation Data Centre (EODC)

The development of the data centre has been completed with a small amount remaining for support and maintenance.

Space Infrastructure Hub (SIH)

The first tranche of the SIH funds was received at the end of 2023/2024 financial year and the second tranche of R225m was received in March 2026. The spending was below budget by R296.2m due to:

- AIT upgrade was below budget by R34.5m due delays where suppliers did not meet criteria, which resulted in readvertisement of some tenders.
- NEOP programme was below budget by R57.2m because expenditure was dependent on the second tranche of SIH, which was only received in March 2026.
- Space Weather Centre was below budget by R11.8m:

The solar telescope was only received in December 2025, however, construction of the building housing the telescope was delayed and will commence in the 2026/27 Financial year.
Plans for the magnetically clean area were completed, however, the construction phase will commence in the 2026/27 Financial year.

- Development of the Deep Space Network was below by budget R96.7m. The fence and electrical power installation were in progress. In addition, the construction tender was awarded in December 2025 and the site was handed over to the contractor in March 2026.
- Spending on the EO-SAT1 satellite development project was below budget by R73.8m. The agency is currently revisiting how the project will be completed, in consultation with affected stakeholders.

SIH Components	Actual R	Revised Budget R	Variance R
EO SAT -1	30 773 483	104 542 744	73 769 261
Houwteq upgrade	1 999 082	36 450 000	34 450 918
Deep Space Network	15 585 102	112 346 363	96 761 262
Space Weather Centre	3 707 729	15 550 000	11 842 270
SAR Data Acquisition	2 799 793	25 000 000	22 200 207
NEOP Programme	7 078 886	64 287 131	57 208 245
Total	**61 944 074**	**358 176 238**	**296 232 163**

South African Earth Observation Systems of Systems (SAEOSS) Portal

The South African Earth Observation Systems of Systems (SAEOSS) Portal project is ongoing and the balance of R5m will be utilsed for the further development of the portal

The Earth Observation Public Awareness and Workshop

There was no spending against the budget of R318 492 and a proposal for repurposing of funds has been submitted to the DSTI.

Implementation of the Intra Africa Space Science, Technology, and Innovation Programme for South Africa

No amount was spent on the project, and a proposal has been submitted to the DSTI to repurpose the funds of R302 056.

Training programme for Municipalities

There was not further spending on this project as the training has been completed and a request for repurposing of funds of R315 616 was submitted to the DSTI.

Matjiesfontein

The project implementation is underway but the funds from the standalone grant will be utilised as soon as the SIH funding for this project has been exhausted.

Space Weather Centre

The Space Weather Centre is in operations and a further R7.7m has been allocated from the SST funds to support this purpose.

Space Science and Technology

An amount of R79 744 702 was brought forward for the Space Science and Technology grant funded by the DSTI and the entity received additional funding of R16 324 000 in the 2025/26 financial year.
Projects to the value of R66 700 000 were approved and reallocated as below. Interest of R2 198 353 was earned the grant had a closing balance of R31 567 055.

Projects approved out of SST comprise the following:

- R7.7m was allocated for expenditure for the Space Weather Centre. An amount of R 7m was spent on salaries and operating expenditure for the year, with the balance being an allocation for training.
- An additional R 23.7m was allocated to the Space weather project later in the year, from which R9.7m was spent on salaries and operating expenditure.
- R2.3m was allocated for the SANAP HF Radar where R1.8m was spent on salaries and maintenance.
- R10m was allocated, being 50% of the cost of installing a client-servicing antenna at Hartebeesthoek. Quotes received from the tender exceeded budget and the project will be revisited in 2026/27.
- R10m was allocated for the installation of solar plant at Hartebeesthoek. The tender closed at the end of March 2026 and is being negotiated. The project will commence in the 2026/27 financial year.
- R3m was allocated for the ICT architecture, where work was in progress at the end of March 2026.
- R10m was allocated for the National Resource Management System and an amount of R3.5m was spent by year end

3.3.2 The Research grant expenditure realised was below budget by R1 232 259 due to the timing difference between the NRF calendar year and the SANSA Financial year.

3.3.3 The public sector revenue amounted to R26 315 597 and exceeded budget by R447 515 due additional revenue generated from the provision of satellite images.

3.3.4 The total amount declared for private sector revenue was R7 146 480 which was below budget by R354 603 due to a lower demand for compass calibration.

3.3.5 Foreign income amounted to R120 349 904 and was below budget by R5 494 843 due to fewer ad-hoc requests for mission control and tracking services.

3.3.6 Other income amounted to R7 039 608 and was below budget by R52 932 mainly due to the low interest earned on positive bank balances.

3.3.7 Employee costs amounted to R225 886 295 and were below budget by R4 113 261 due to vacancies which could not be filled due to cost cutting measures.

3.3.8 Repairs and Maintenance amounted to R17 193 070 and exceeded the budget by R2 576 329 due to an increase in maintenance activities at the Hartebeesthoek to support client activities.

3.3.9 Data licence fees amounted to R12 729 569 and were below budget by R23 990 106 due to a lower demand for images. The products acquired relate to high-resolution images for disaster response and requirements of Department of Defence, the Department of Water and Sanitation and other ad hoc customers.

3.3.10 Grant-related expenses are under the DSTI funded agreements were below budget by R38 168 678 due to the delayed receipt of the second tranche for SIH which was only received in March 2026 and was less than expected.

3.3.11 Student bursaries paid amounted to R5 095 734 for the Academic year and were below budget by R524 266 due to the limitation of the bursary awards while waiting for receipt of funds.

3.3.12 The direct costs include antenna infrastructure services, which exceeded budget by R2 559 677 due to increased client requests.

3.3.13 Training Expenses had a favourable variance of R2 104 050 as the academic schedules overlap the fiscal year.

3.3.14 Other Operating expenses were below budget by R44 355 367 mainly due to cost containment and the following:

- License fees that were below budget by R8 584 645. Licenses purchased from ICASA and software licenses procured for data and internet services overlap financial years, resulting in prepayments being recognised. Expenditure under license fees was also suppressed due to cost containment.
- Other general expenses were below budget by R6 918 892 due to HR and Operations initiatives being postponed due to cost containment.
- Travel was below budget with R6 248 099 due to cost containment measures

3.3.15 Plant and Machinery had a favourable variance of R140 375 588 due to delays in the implementation of the EOSAT-1 project

3.3.16 Software and Intangible had a favourable variance of R4 241 757 due to delays experienced in the development of Decision Support Tools.

3.3.17 The building had a favourable variance of R100 069 385 due to:
- the Deep Space Network building tender being awarded in December 2025. Construction will commence in 2026/27
- appointment of contractor for the expansion of the magnetically clean area in Hermanus was still in progress.
- the electrical articulation installation that was still in progress at the Space Science.

3.3.18 Office Equipment had an unfavourable variance of R2 574 508 due to upgrade of the Space Operations Data Monitoring Operations Room which was not budgeted and depends on revenue generation.

3.3.19 Furniture and Fittings had an unfavourable variance of R1 510 560 capital expenditure is unbudgeted and depends on revenue generation.

3.3.20 Computer Equipment had a favourable variance of R19 431 842 as a result of expansion of EO storage and processing server to commence in the new financial year, following receipt of the second tranche of SIH in March 2026.

3.3.21 Infrastructure had an unfavourable balance of R5 074 101 due the MTJ building tender awarded in December 2025 and Operations commencing in May 2026 .

3.3.22 Leasehold improvements had an unfavourable variance of R485 184 due the requirement for changes to the Pretoria offices for the Concurrent Design Engineering Facility.

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

	2026 R	2025 R
Deficit for the year	**(43 476 018)**	**(26 382 635)**
Reconciling items:		
Utilisation of prior year surplus	11 962 703	86 445 492
Depreciation	41 477 384	40 712 028
Impairment of Receivables	-	447 634
Impairment Reversals	(1 049 257)	(68 422)
Net losses on Foreign Exchange Transactions	2 547 735	-
Net Losses on Disposal of Property, Plant and Equipment	1 238 683	-
Payments for Capital Assets	(42 416 137)	(74 006 581)
Cash Surplus	**(29 714 907)**	**27 147 516**

4. CASH AND CASH EQUIVALENTS

	2026 R	2025 R
Cash and Cash Equivalents - Gross Balance	837 089 761	690 871 371
Expected Credit Losses on Cash and Cash Equivalents	(837 055)	
Net Cash and Cash Equivalents	**836 252 706**	**690 871 371**

4.1 Analysis of Cash and Cash equivalents balance

Cash in Bank for Operations requirements (1)	18 055 512	42 911 766
Cash in Bank held for Conditional Grants (3)	**819 026 432**	**647 951 901**
Cash in main account (2)	2 221 112	2 533 828
Cash in ring-fenced grants account	816 805 320	645 418 073
Total Cash in Bank Accounts	**837 081 944**	**690 863 667**

4.2 Loss allowance reconciliation based on 12 months expected credit losses	2026 R	2025 R
Opening balance	-	-
Adoption of GRAP 104 adjustments	(690 864)	-
Remeasurement of expected credit losses	(146 192)	-
Closing balance - GRAP 104 revised(4)	**(837 055)**	**-**
4.3 Cash on hand		
Cash on hand	7 817	7 704
Total Cash on Hand	**7 817**	**7 704**
Total Cash and Cash equivalents	**836 252 706**	**690 871 371**

(1) Cash held for Operations 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 221 112 (2025: R2 533 828) 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 12.

(4) The expected credit loss on bank balances is determined by considering the primary bankers credit rating. ABSA Bank Limited has a Standard and Poor's national credit rating of zaAAA. On this basis the risk is considered to be negligible and an ECL has been determined at a rate of 0.1%.

5. RECEIVABLES FROM EXCHANGE TRANSACTIONS

Current	2026 R	2025 R
Trade receivables	41 426 121	61 202 514
Other receivables	12 759 432	27 238 388
	54 185 553	**88 440 902**
Non - Current		
Other receivables	45 000 000	30 603 007
	45 000 000	**30 603 007**
Total	**99 185 553**	**119 043 909**

5.1 Trade receivables

As at 31 March 2026	Gross R	Expected credit losses R	Net R
Trade Receivables	44 290 864	(2 864 744)	41 426 120
Total	**44 290 864**	**(2 864 744)**	**41 426 120**

	Gross R	Allowance for Impairment R	Net R
As at 31 March 2025			
Trade Receivables	70 102 766	(8 900 252)	61 202 514
Total	**70 102 766**	**(8 900 252)**	**61 202 514**

5.1.1 Ageing of Trade receivables

	2026 R	2025 R
Current:		
0 - 30 Days	30 972 357	27 778 554
Past Due:		
31 - 60 Days	8 486 430	8 239 385
61 - 90 Days	421 396	18 135 070
Past Due (Default):		
91 - 120 days	194 196	114 733
120+ Days	4 216 485	15 835 023
Total	**44 290 864**	**70 102 766**

Trade receivables reduced by R24 677 989 due to improved collection of foreign debtors and the write off of a long standing debt amounting to R8 470 000. The write off related to one customer and no further recovery procedures is in progress.

5.1.2 Loss allowance reconciliation for trade receivables

	2026 R	2025 R
Opening balance	(8 737 252)	(8 236 505)
Effect of adopting GRAP 104	(2 693 768)	(163 100)
Impairment (losses) / reversals for the year	96 176	(732 169)
Write-offs	8 470 000	-
Recoveries	-	68 422
Closing balance	**(2 864 744)**	**(8 737 152)**

The entity applies the simplified approach in accordance with GRAP 104 and recognises lifetime expected credit losses for all trade receivables.
The allowance is determined in accordance with the accounting policy disclosed in Note 1.2.5
The increase in expected credit losses during the year is primarily attributable to the possibility that these debts will not be recovered.

5.2 Credit Risk Concentration

Trade receivables comprise balances due from local public, private sector entities and international customers. The entity monitors credit risk exposure by classification as detailed below.

Trade receivables are classified as follows:

	2026 R	2025 R
Public sector	4 892 658	4 208 046
Private sector	1 947 314	1 276 376
Foreign	36 839 557	55 567 611
Debtors in default	611 235	9 050 735
Total Trade Receivables	**44 290 764**	**70 102 767**

Foreign debtors relate primarily to international customers in the United States and Europe

At 31 March 2026, 23% of trade receivables relates to amounts due from Intelsat Group. This exposure represents a concentration of credit risk to a single counterparty. The related expected credit loss allowance has been recognised based on management's assessment of recoverability.
Other than the exposure described above, management does not consider there to be significant concentrations of credit risk in trade debtors.

5.3 Other receivables

As at 31 March 2026

	Gross R	Expected credit losses R	Net R
Prepaid expenses (1)	54 277 559	-	54 277 559
Prepaid expenses - non-current	45 000 000	-	45 000 000
Receivables from exchange transactions - current	9 277 559	-	9 277 559
Deposits (2)	2 793 471	(327 588)	2 465 883
Other Debtors (3)	1 179 091	(163 100)	1 015 991
Total	**58 250 121**	**(490 688)**	**57 759 433**

As at 31 March 2025	Gross R	Expected credit losses R	Net R
Prepaid expenses (1)	52 304 134		52 304 134
Prepaid expenses - non-current	30 603 007	-	30 603 007
Receivables from exchange transactions - current	21 701 127	-	21 701 127
Deposits (2)	4 077 227	-	4 077 227
Other Debtors (3)	1 460 034	(163 100)	1 296 934
Total	**57 841 395**	**(163 100)**	**57 678 295**

(1) Prepaid expenses primarily comprise advance payments on projects containing such contractual requirements.
Prepayments amounting to R49 911 165.19 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 July 2025 Denel and SANSA 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. Deposits decreased by R1 283 756 due to the partial recovery of a long outstanding rental deposit for office premises in Pretoria.

(3) Other Debtors consist of income accrual, staff repayments and sundry receivables

5.3.1 Loss allowance reconciliation for other receivables

	2026 R	2025 R
Opening balance	(163 100)	-
Adoption of GRAP 104 adjustment	(1 428 631)	(163,100)
Impairment (losses) / reversals for the year	1 101 043	-
Closing balance	**(490 688)**	**(163 100)**

The loss allowances on other receivables increased in 2026 due to a long outstanding rental deposit on office premisses in Pretoria, that has been outstanding for over 18 months and is treated as fully impaired.

5.4 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 comprise an amount due from a former employee and deposits paid to suppliers. The recovery of deposits is based oncontractual arrangements with suppliers, where an upfront deposit is required. The maximum exposure to credit risk at the reporting date is the gross amount of other receivables.

Expected credit losses on Receivables from Exchange Transactions 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 grouping consists out of local debtors(Public), local debtors(Private), Foreign debtors and legal debtors. The Receivables from Exchange Transactions are disclosed net of expected credit losses.

The agency has adopted the simplified approach where a provision matrix is applied to the debtors aged analysis at the end of the reporting period. the provision matrix is based on 3 years loss history and is summarised as follows:

	Private	Public	Foreign
Current:			
0 - 30 Days	0% - 40.1%	0% - 33.3%	0% - 7.9%
Past Due:			
31 - 60 Days	0% - 33.3%	0% - 9.18%	0%
61 - 90 Days	0% - 33.3%	0%	0%
Past Due (Default):			
91 - 120 days 0%	0% - 33.3%	0%	0%
Over 120 days	0% - 100%	0% -100%	0% -100%

6. INVENTORY

	2026 R	2025 R
Fuel	261 083	541 036
Spare Parts	7 602 550	2 378 861
Total Inventory	**7 863 633**	**2 919 897**

There was no provision for obsolescence provided at year end.

There was no inventories pledged as securities for liabilities

Inventories recognised as an expense:

Fuel	755 943	1 798 417

7. PROPERTY PLANT AND EQUIPMENT 31 March 2026

Description	Land	Leasehold Improve-ments	Buildings	Plant and Machinery	Research Equipment	Motor Vehicles	Office Equipment	Office Furniture	Computer Equipment	Exhibits	Laboratory equipment	Infra-structure	Total
	R	R	R	R	R	R	R	R	R		R	R	R
Carrying values at 01 April 2025	**37 687 011**	**-**	**43 215 100**	**314 503 998**	**3 939 454**	**7 815 764**	**1 879 850**	**3 045 898**	**38 617 627**	**318 854**	**969 328**	**35 944 690**	**487 937 574**
Cost - Completed assets	37 687 011	-	53 423 558	159 922 435	29 163 241	13 195 105	7 481 614	10 463 764	102 342 1999	2 048 837	5 847 884	9 748 891	431 324 539
Cost - Capital under construction	-	-	-	274 832 233	-	-	-	-	866 012	-	-	26 268 292	301 966 537
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
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)
		-	-	-	-	-	-	-	-	-	-		
Acquisitions	**-**	**485 184**	**408 776**	**21 286 080**	**-**	**-**	**2 574 508**	**1 510 560**	**3 318 684**	**-**	**-**	**5 074 101**	**34 657 894**
Acquisitions at cost	-	485 184	-	4 392 114	-	-	2 574 508	1 510 560	3 255 885	-	-	782 612	13 000 863
Capital under Construction - Additions	-	-	408 776	16 893 967	-	-	-	-	62 799	-	-	4 291 489	21 657 031
Adjustment	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Depreciation	**-**	**(90 298)**	**(2 231 477)**	**(14 517 686)**	**(1 110 119)**	**(1 355 597)**	**(793 282)**	**(1 137 956)**	**(15 834 347)**	**(135 724)**	**(551 328)**	**(508 743)**	**(38 266 556)**
Transfers	-	-	-	**(3 212 435)**	**3 212 435**	-	-	-	-	-	-	**-**	**-**
Cost - Completed assets	-	-	-	-	3 212 435	-	-	-	-	-	-	-	3 212 435
Cost - Capital under construction	-	-	-	(3 212 435)	-	-	-	-	-	-	-	-	(3 212 435)
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation	-	-	-	-	-	-	-	-	-	-	-	-	-
Carrying value of Disposals:	-	-	-	**(17 311)**	**(3 755)**	**(7 473)**	**(5 157)**	**(5 213)**	**(85 730)**	**-**	**(836)**	**-**	**(125 475)**
Disposals at cost	-	-	--	(375 832)	(561 907)	(404 239)	(302 927)	(62 489)	(3 541 951)	-	(41 207)	-	(5 290 552)
Cost - Capital under construction	-	-	-	-	-	-	-	-	-		-	-	
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation	-	-	-	358 521	558 153	396 766	297 770	57 276	3 456 221	-	40 371	-	5 165 077
Carrying values at 31 March 2026	**37 687 011**	**394,886**	**41 392 399**	**318 042 647**	**6 038 016**	**6 452 694**	**3 655 919**	**3 413 289**	**26 016 234**	**183 130**	**417 164**	**40 510 047**	**484 203 436**
Cost - Completed assets	37 687 011	485,184	53 423 558	163 938 717	31 813 769	12 790 866	9 753 195	11 911 835	102 056 133	2 048 837	5 806 677	10 531 502	442 247 284
Cost - Capital under construction	-	-	408 776	288 513 765	-	-	-	-	928 811	-	-	30 559 781	320 411 133
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated depreciation	-	(90 298)	(12 439 935)	(134 409 835)	(25 775 753)	(6 338 172)	(6 097 276)	(8 498 546)	(76 968 710)	(1 865 707)	(5 389 513)	(581 236)	(278 454 981)

7. PROPERTY PLANT AND EQUIPMENT 31 March 2025

Description	Land	Leasehold Improve-ments	Buildings	Plant and Machinery	Research Equipment	Motor Vehicles	Office Equipment	Office Furniture	Computer Equipment	Exhibits	Laboratory equipment	Infra-structure	Total
	R	R	R	R	R	R	R	R	R		R	R	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 impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
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**	**4 081 791**	**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	4 081 791	857 120	1 217 111	15 080 563	187 220	555 914	363 204	28 767 128
Capital under Construction - Additions	-	-	-	8 751 920	-	-	-	-	821 794	-	-	34 461 715	44 035 430
Reclassification	**-**	**-**	**-**										
Impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Reclassification	-	-	-	-	-	-	-	-	-	-	-	-	-
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)**
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)
Restatement	-	-	-										
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)**
Cost - Completed assets	-	(2 144 736)		(60 256)	(38 310)	(1 526 531)	(291 272)	(1 938 400)	(1 938 400)		(18 255)		(6 197 556)
Cost - Capital under construction	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Depreciation	-	1 882 657		49 113	37 947	995 229	287 183	171 140	1 487 633		17 151		4 928 052

7. PROPERTY PLANT AND EQUIPMENT 31 March 2025 (continued)

Description	Land	Leasehold Improve-ments	Buildings	Plant and Machinery	Research Equipment	Motor Vehicles	Office Equipment	Office Furniture	Computer Equipment	Exhibits	Laboratory equipment	Infra-structure	Total
	R	R	R	R	R	R	R	R	R	R	R	R	R
Carrying values at 31 March 2025	**37 687 011**		**43 215 100**	**314 503 998**	**3 939 454**	**7 815 764**	**1 879 850**	**3 045 898**	**38 617 627**	**318 854**	**969 328**	**35 944 690**	**487 937 574**
Cost - Completed assets	37 687 011		53 423 558	159 922 435	29 163 241	13 195 105	7 481 614	10 463 764	102 342 199	2 048 837	5 847 884	9 748 891	431 324 539
Cost - Capital under construction	-			274 832 233	-	-	-	-	866 012	-	-	26 268 292	301 966 537
Accumulated impairment	-	-	-	-	-	-	-	-	-	-	-	-	-
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)

No items of property, plant and equipment have been pledged as security for liabilities

8.1 Repairs and Maintenance

	Buildings	Computer software	Plant and Machinery	Research Equipment	Vehicles	Office Equipment	Furniture and Fittings	Computer Equipment	Laboratory Equipment	Exhibits	Infra-Structure Ppe	Total
	R	R	R	R	R	R	R	R	R	R		R
2026	6 441 246	5 348 292	3 219 179	476 137	284 708	57 730	207 546	692 751	465 481	-	-	17 193 070
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

8.2 Work in progress

Property, Plant and Equipment	2026 R	2025 R
Work in progress consists of:		
Computer Equipment - (Space Engineering Server and videoconferencing system in Pretoria office)	928 811	866 012
Buildings (Expansion of magnetically clean area - Hermanus)	408 776	-
Plant and Machinery (Satellite Development and Matjiesfontein Parameter Fence) (1)	288 513 765	274 832 233
Infrastructure (Civil Design & electricity at Matjiesfontein, Electrical Reticulation at Hermanus site & Fibre Connectivity Hartebeesthoek)	30 559 781	26 268 292
	320 411 133	**301 966 537**
Intangible Assets		
Computer Software (Air Quality & Water Quantity)	8 126 521	1 047 665
Total Work in Progress	**328 537 654**	**303 014 202**

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.

8.3 Land

	2026 R	2025 R
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. 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.

Details of Property Description and Registered Owner

Property Description	Remaining Extent of the Farm Hartebeesthoek No. 502,
Registration Divisio	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
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

	2026 R	2025 R
8.4 Insurance Payouts received	**296 128**	**185 190**

During the year a total amount of R296,128 (2025 :R185,190) was received as insurance pay out for assets that were either damaged or stolen as follows:

Computer Equipment	62 903	185 190
Motor vehicle	233 225	-
Total	**296 128**	**185 190**

8.5 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 assets in most of the asset classes. The effect of this revision decreased depreciation charges to R1 602 943 compared to R4 496 738 prior year (2024/25) and is expected to increase in the outer years due to the extension of the useful life of the asset. 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	Value derived using amended estimate	Value impact of change in estimate
	R	R	R
Computer Equipment	1 281 826	30 661	1 251 165
Computer Software	15 974	346	15 629
Exhibits	22 464	549	21 915
Laboratory Equipment	81 588	2 035	79 553
Office Equipment	6 785	161	6 624
Office Furniture	26 017	358	25 660
Plant and Machinery	36 381	853	35 528
Research Equipment	170 385	4 098	166 287
Motor vehicles	598	15	583
	1 642 018	**39 074**	**1 602 943**

9. INTANGIBLE ASSETS

	2026 R	2025 R
	R	R
At cost less accumulated amortisation and accumulated impairment losses.	**16 875 172**	**13 443 055**

9.1 Reconciliation of carrying value of intangible assets

31 March 2026	Intellectual Property	Computer Software	Total
Carrying values at 01 April 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)
Acquisitions	**-**	**7 758 243**	**7 758 243**
Cost - Completed assets	-	679 387	679 387
Cost - Work in progress	-	7 078 856	7 078 856
Amortisation	**(1 604)**	**(3 209 223)**	**(3 210 827)**
Disposals	**-**	**(1 115 299)**	**(1 115 299)**
Cost - Completed assets	-	(30 183 688)	(30 183 688)
Cost - Work in progress	-	-	-
Accumulated amortisation	-	29 068 389	29 068 389
Carrying values at 31 March 2026	**37 100**	**16 838 073**	**16 875 173**
Cost - Completed assets	2 822 660	24 427 559	27 250 219
Cost - Work in progress	-	8 126 521	8 126 521
Accumulated impairment	(1 440 000)	-	(1 440 000)
Accumulated amortisation	(1 345 560)	(15 716 007)	(17 061 567)

Disposals primarily relate to SPOT5 software of R27m which was decommissioned after reaching the end of its useful life.

31 March 2025

	Intellectual Property	Computer Software	Total
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
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	-	-	
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)

No items of intangible assets have been pledged as security for liabilities.

10. TRADE AND OTHER PAYABLES

	2026 R	2025 R
Trade creditors	5 227 853	12 609 931
Other creditors	616 459	638 245
Income received in advance (1)	9 292 834	3 051 503
Accrued expenses	1914 999	11 410 806
Accrued leave	9 926 159	9 295 413
Accrual for 13th cheque savings	314 061	281 444
Total Creditors	**27 292 366**	**37 287 341**

(1) Income received in advance consists of prepayments received from customers.

11. PROVISIONS

	2026 R	2025 R
Performance bonus provision	16 178 505	13 452 871
Total Provisions	**16 178 505**	**13 452 871**

11.1 Reconciliation of movement in provisions

	2026 R	2025 R
Balance at beginning of year	13 452 871	12 067 779
Performance bonuses paid in respect of the year ended 31 March 2025	(13 198 623)	(11 758 643)
Unutilised bonus provision	-	(309 136)
Provision in respect of the year ended 31 March 2026	15 924 257	13 452 871
Balance at end of year	**16 178 505**	**13 452 871**

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 bonus allocated based individual employee's performance for the financial year. 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.

12. CONDITIONAL GRANTS

	2026 R	2025 R
Transfer payment from executive authority	662 124 815	546 996 650
Transfer payment from other departments/entities	156 653 285	86 366 515
Total Conditional Grants	**818 778 100**	**633 363 165**

The unutilised conditional grants are made up of amounts not yet spent on projects as follows:	2026 R	2025 R
Satellite development programme (Note 13.1)	1 431 115	1 355 040
Assembly, integration and test facilities (Note 13.2)	28 361 647	44 354 004
Earth Observation Data Centre (EODC) (Note 13.3)	191 416	897 223
South African Earth Observation System of Systems (SAEOSS) Portal (Note 13.4)	5 665 125	7 768 284
Post graduate student bursary support programme (Note 13.5)	316 714	3 531 629
Research and human capital development grants (Note 13.6)	1 878 456	1 957 143
Earth Observation Public Awareness (Note 13.7)	331 495	313 874
Implementation of the Intra Africa Space Science Technology and Innovation Programme (IASSTI) (Note 13.8)	301 749	285 709
Space Weather Operations Centre (Note 13.9)	30 567	29 104
Municipality Training (Note 13.10)	315 296	298 535
Matjiesfontein (Note 13.11)	88 833 005	84 110 837
Space Science Technology (Note 13.12)	31 535 026	79 744 702
Space Weather Operations (Note 13.13)	312 088	296 671
SIH (Note 13.14)	-	-
GEO Youth Leaders (13.15)	230 375	230 375
HF Radar (Note 13.16)	-	-
Space Weather SIH (Note 13.17)	14 810 035	17 586 539
SAR Data SIH (Note 13.18)	9 683	2 760 718
NEOP SIH (Note 13.19)	75 625 242	12 950 599
EOSAT SIH (Note 13.20)	304 684 468	237 308 937
HOUWTEQ UPGRADE SIH (Note 13.21)	58 018 184	57 078 800
Deep Space Network SIH (Note 13.22)	140 269 886	80 504 441
SANSA Project SWX (Note 13.23)	886 414	-
SANSA Project Solar Cells (Note 13.24)	10 561 422	-
SANSA Project Solar LSX Antenna (Note 13.25)	10 561 422	-
SANSA Project SUPERDARN (Note 13.26)	638 981	-
SANSA Project NRMP (Note 13.27)	7 016 602	-
SANSA Project ICT (Note 13.28)	3 168 427	-
SANSA Project SWX 2025-26 (Note 13.29)	14 310 773	-
SANSA Project AIT upgrade (13.30)	18 482 488	-
	818 778 100	**633 363 165**

Refer to Note 13 for a full reconciliation of movement in conditional grants.

13. TRANSFERS AND GRANTS

	2026 R	2025 R
Operations Transfers	**150 253 000**	**137 643 000**
Baseline allocation	150 253 000	137 643 000
Conditional Transfers	**96 190 178**	**120 309 288**
Conditions met - transferred to revenue (Notes 13.1 - 13.30)	96 190 178	120 309 288
Total Transfers and Grants	**246 443 178**	**257 952 288**
Conditional transfers		
13.1 Satellite development programme - EOSAT 1		
Balance unspent at beginning of year	1 355 040	1 270 255
Interest Capitalised	76 075	84 785
Conditions still to be met - remain in liabilities	**1 431 115**	**1 355 040**

	2026 R	2025 R
13.2 Assembly, integration and test facilities		
Balance unspent at beginning of year	44 354 004	41 578 779
Reallocation of funds	(17 500 000)	-
Interest Capitalised	1 507 643	2 775 225
Conditions still to be met - remain in liabilities	**28 361 647**	**44 354 004**
13.3 Earth Observation Data Centre (EODC)		
Balance unspent at beginning of year	897 223	841 085
Conditions met - transferred to revenue	(735 846)	-
Interest Capitalised	30 039	56 138
Conditions still to be met - remain in liabilities	**191 416**	**897 223**
13.4 South African Earth Observation System of Systems (SAEOSS) Portal		
Balance unspent at beginning of year	7 768 284	7 500 665
Conditions met - transferred to revenue	(2 482 213)	(233 027)
Interest Capitalised	379 054	500 646
Conditions still to be met - remain in liabilities	**5 665 125**	**7 768 284**
13.5 Post graduate student bursary support programme		
Balance unspent at beginning of year	3 531 629	4 057 726
Current year receipts	2 160 542	6 000 000
Current year refunds from students	52 940	23 245
Interest Capitalised	100 279	176 285
Conditions met - transferred to revenue	(5 148 676)	(6 225 627)
Management fee - transferred to revenue	(380 000)	(500 000)
Conditions still to be met - remain in liabilities	**316 714**	**3 531 629**
13.6 Research grants		
Balance unspent at beginning of year	1 957 143	6 957 575
Current year receipts	2 565 817	2 749 189
Transfer to HF Radar	-	(1 373 839)
Refunds to Funders	-	(1 339 427)
Conditions met - transferred to revenue	(2 644 504)	(5 036 355)
Conditions still to be met - remain in liabilities	**1 878 456**	**1 957 143**

The grants were received from the following institutions, National Research Foundation (NRF), SAASTA, European Union (F4F) 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.

13.7 Earth Observation Public Awareness		
Balance unspent at beginning of year	313 874	321 340
Interest Capitalised	17 621	21 306
Conditions met - transferred to revenue	-	(28 772)
Conditions still to be met - remain in liabilities	**331 495**	**313 874**
13.8 Implementation of the Intra Africa Space Science Technology and Innovation Programme (IASSTI)		
Balance unspent at beginning of year	285 709	1 026 209
Interest Capitalised	16 040	64 500
Conditions met - transferred to revenue	-	(805 000)
Conditions still to be met - remain in liabilities	**301 749**	**285 709**

	2026 R	2025 R
13.9 Space Weather Establishment Centre		
Balance unspent at beginning of year	29 104	202 632
Interest Capitalised	1 463	2 660
Conditions met - transferred to revenue	-	(176 188)
Conditions still to be met - remain in liabilities	**30 567**	**29 104**
13.10 Municipal Training		
Balance unspent at beginning of year	298 535	279 856
Interest Capitalised	16 761	18 679
Conditions still to be met - remain in liabilities	**315 296**	**298 535**
13.11 Matjiesfontein		
Balance unspent at beginning of year	84 110 837	78 925 905
Interest Capitalised	4 722 168	5 219 984
Conditions met - transferred to revenue	-	(35 052)
Conditions still to be met - remain in liabilities	**88 833 005**	**84 110 837**
13.12 Space Science Technology		
Balance unspent at beginning of year	79 744 702	59 512 616
Current year receipts	16 324 000	15 704 000
Interest Capitalised	2 166 324	4 528 086
Transferred to SANSA Project SWX	(7 700 000)	-
Transferred to SANSA Project Solar Cells	(10 000 000)	-
Transferred to SANSA Project LSX Antenna	(10 000 000)	-
Transferred to SANSA Project SuperDARN	(2 300 000)	-
Transferred to SANSA Project NRMP	(10 000 000)	-
Transferred to SANSA Project ICT	(3 000 000)	-
Transferred to SANSA Project SWX 2025-26	(23 700 000)	
Conditions still to be met - remain in liabilities	**31 535 026**	**79 744 702**
13.13 Space Weather Operations		
Balance unspent at beginning of year	296 671	278 601
Interest Capitalised	15 417	18 070
Conditions still to be met - remain in liabilities	**312 088**	**296 671**
13.14 SIH		
Balance unspent at beginning of year	-	482 428 562
Interest Capitalised	-	16 529 271
Interest transferred out	-	(17 957 833)
Transfer to Space Weather SIH	-	(21 000 000)
Transfer to SAR data SIH	-	(30 000 000)
Transfer to NEOP SIH	-	(38 000 000)
Transfer to EO-SAT1 SIH	-	(230 000 000)
Transfer to AIT upgrade SIH	-	(62 000 000)
Transfer to Deep Space Network SIH	-	(100 000 000)
Conditions still to be met - remain in liabilities	**-**	**-**
13.15 GEO Youth Leaders		
Balance unspent at beginning of year	230 375	430 375
Conditions met - transferred to revenue	-	(200 000)
Conditions still to be met - remain in liabilities	230 375	230 375

	2026 R	2025 R
13.16 HF Radar		
Balance unspent at beginning of year	-	-
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	**-**	**-**
13.17 Space Weather SIH		
Balance unspent at beginning of year	17 586 539	-
Transfer from SIH	-	21 000 000
Interest Capitalised	931 225	1 410 668
Conditions met - transferred to revenue	(3 707 729)	(4 824 129)
Conditions still to be met - remain in liabilities	**14 810 035**	**17 586 539**
13.18 SAR Data SIH		
Balance unspent at beginning of year	2 760 718	-
Transfer from SIH	-	30 000 000
Interest Capitalised	48 758	1 987 399
Conditions met - transferred to revenue	(2 799 793)	(29 226 681)
Conditions still to be met - remain in liabilities	**9 683**	**2 760 718**
13.19 NEOP SIH		
Balance unspent at beginning of year	12 950 599	-
Transfer from SIH	69 000 000	38 000 000
Interest Capitalised	753 529	2 374 025
Conditions met - transferred to revenue	(7 078 886)	(27 423 426)
Conditions still to be met - remain in liabilities	**75 625 242**	**12 950 599**
13.20 EO-SAT1 SIH		
Balance unspent at beginning of year	237 308 937	-
Current year receipts	85 000 000	-
Transfer from SIH	-	230 000 000
Interest Capitalised	13 149 014	16 060 857
Conditions met - transferred to revenue	(30 773 483)	(8 751 920)
Conditions still to be met - remain in liabilities	**304 684 468**	**237 308 937**
13.21 AIT upgrade SIH		
Balance unspent at beginning of year	57 078 800	-
Transfer from SIH	-	62 000 000
Interest Capitalised	3 163 199	4 239 033
Conditions met - transferred to revenue	(2 223 815)	(9 160 233)
Conditions still to be met - remain in liabilities	**58 018 184**	**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.

13.22 Deep Space Network SIH		
Balance unspent at beginning of year	80 504 441	-
Current year receipts	71 000 000	-
Transfer from SIH	-	100 000 000
Interest Capitalised	4 350 547	6 772 733
Conditions met - transferred to revenue	(15 585 102)	(26 268 292)
Conditions still to be met - remain in liabilities	**140 269 886**	**80 504 441**

	2026 R	2025 R
13.23 SANSA Project SWX		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	7 700 000	-
Interest Capitalised	195 97	-
Conditions met - transferred to revenue	(7 009 561)	-
Conditions still to be met - remain in liabilities	**886 414**	**-**
13.24 SANSA Project Solar Cells		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	10 000 000	-
Interest Capitalised	561 422	-
Conditions still to be met - remain in liabilities	**10 561 422**	**-**
13.25 SANSA Project Solar LSX Antenna		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	10 000 000	-
Interest Capitalised	561 422	-
Conditions still to be met - remain in liabilities	**10 561 422**	**-**
13.26 SANSA Project SUPERDARN		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	2 300 000	-
Interest Capitalised	111 124	-
Conditions met - transferred to revenue	(1 772 143)	-
Conditions still to be met - remain in liabilities	**638 981**	
13.27 SANSA Project NRMP		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	10 000 000	-
Interest Capitalised	473 752	-
Conditions met - transferred to revenue	(3 457 150)	-
Conditions still to be met - remain in liabilities	**7 016 602**	**-**
13.28 SANSA Project ICT		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	3 000 000	-
Interest Capitalised	168 427	-
Conditions still to be met - remain in liabilities	**3 168 427**	**-**
13.29 SANSA Project SWX		
Balance unspent at beginning of year	-	-
Transfer from Space Science Technology grant (SST)	23 700 000	-
Interest Capitalised	341 192	-
Conditions met - transferred to revenue	(9 730 419)	-
Conditions still to be met - remain in liabilities	**14 310 773**	**-**
13.30 SANSA Project AIT upgrade		
Balance unspent at beginning of year		-
Transfer from AIT	17 500 000	-
Interest Capitalised	982 48	-
Conditions still to be met - remain in liabilities	**18 482 488**	**-**

14. OPERATING LEASE LIABILITY

The following liabilities have been recognised in respect of non-cancellable operating leases:

	2026 R	2025 R
Balance at beginning of year	418 588	104 913
Operating lease liability movement	643 978	313 675
Total Operating lease liability	**1 062 566**	**418 588**
Operating lease charges and reversals will be recognised as follows:		
Operating lease charges in the next 12 months	242 052	643 977
Reversal of operating lease charges after 12 months	(1 304 618)	(1 062 566)
Total operating lease liability	**(1 062 566)**	**(418 588)**

The operating lease liability relates to various property leases in Gauteng and the Western Cape.

14.1 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::

	2026 R	2025 R
Up to 1 year	**6 690 224**	**5 877 126**
Buildings	6 119 889	5 457 900
Office equipment	446 906	304 226
Land	123 429	115 000
2 to 5 years	**17 622 961**	**23 000 363**
Buildings	16 559 310	22 419 135
Office equipment	569 936	121 228
Land	493 714	460 000
More than 5 years	**2 777 143**	**2 702 500**
Land	2 777 143	2 702 500
Total Operating Lease Arrangements	**27 090 328**	**31 579 989**

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
- Land - for the rental of land in Matjiesfontein

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 bTahsei s3.- year copier and printer lease agreement with Bytes is ending 28 February 2027. A new lease agreement has been signed with Direct Office Technologies for a period of 3 years ending 31 December 2029

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.

14.2 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:

	2026 R	2025 R
Up to 1 year	**1 073**	**1 037**
Land	1 073	1 037
2 to 5 years	**4 293**	**4 148**
Land	4 293	4 148
More than 5 years	**24 149**	**24 370**
Land	24 149	24 370

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.

15. INTEREST

	2026 R	2025 R
Total interest earned from bank accounts	39 843 818	52 985 922
GRAP 104 interest adjustment	30 978	-
Interest earned on committed grant funding capitalised	(34 840 959)	(44 923 265)
Interest earned on Operations funding in bank accounts	**5 033 837**	**8 062 657**

The interest bearing on the ring-fenced grant was capitalised in the current year as per the agreement with funders.

16. RENDERING OF SERVICES

	2026 R	2025 R
Services to local public entities	26 315 597	27 930 060
Services to local private entities	7 146 480	7 538 583
Total Rendering of Services	120 349 904	132 231 649
	153 811 981	**167 700 292**

17. OTHER INCOME

	2026 R	2025 R
Sundry Income	159 190	1 366 051
Rent Received	674 035	539 151
Insurance pay-out	296 128	185 190
Expense Recovery	876 418	591 018
Total Other Income	**2 005 771**	**2 681 411**

18. EMPLOYEE RELATED COSTS

	2026 R	2025 R
Basic Salary	193 662 048	167 322 360
Contractors & Temporary staff	4 865 210	6 824 359
Remote location allowance	5 951 667	5 565 506
Data & Cell Allowance	725 230	684 779
Bonus provision charge	15 924 257	13 143 736
Overtime	2 481 755	2 971 448
Other employee related costs	2 276 128	3 292 498
Total Employee Related Costs	**225 886 295**	**199 804 686**

Other employee costs is inclusive of leave payment, workman compensation and acting allowances.

Remuneration of key management personnel of SANSA during the year:

Remuneration of the Chief Executive Officer: Mr. H. Mudau		
Annual Remuneration	3 159 747	2 975 280
Performance Bonus	-	217 270
Cell phone allowance	14 760	14 760
Total	**3 174 507**	**3 207 310**

Remuneration of the Chief Financial Officer: Mr. B. Jena

	2026 R	2025 R
Annual Remuneration	2 870 856	2 703 254
Performance Bonus	233 738	215 505
Cell phone allowance	14 760	14 760
Total	**3 119 354**	**2 933 520**

Remuneration of the Executive Director Space Operations (April - July 2024) and seconded as Executive Director: Space Science (from August 2024- December 2025): Mr. R. Hodges

Annual Remuneration	2 220 403	2 090 775
Performance Bonus	174 614	161 506
Remote Allowance	20 470	28 692
Cell phone allowance	14 760	14 760
Awards	10 480	-
Total	**2 440 726**	**2 295 733**

Remuneration of the Executive Director: Enterprise Services: Ms. S. Mazibuko

Annual Remuneration	2 870 856	2 703 254
Performance Bonus	229 786	209 283
Cell phone allowance	14 760	14 760
	3 115 403	**2 927 297**

Remuneration of the Managing Director Space Engineering: Ms. L. Takalani (Appointed August 2024)

Annual Remuneration	2 465 632	1 547 791
Performance Bonus	138 355	-
Cell phone allowance	14 760	9 840
Awards	7 860	-
	2 626 607	**1 557 632**

Remuneration of the Managing Director Earth Observation: Prof. A. Ramoelo (Appointed November 2024)

Annual Remuneration	2 220 403	871 156
	2 220 403	**871 156**

Remuneration of the Acting Managing Director Earth Observation: Ms. A. Ntisana (Appointed April 2023-October 2024)

Acting Allowance	-	121 962
	-	**121 962**

Remuneration of the Acting Managing Director Space Science : Mr. J. Ward Appointed September 2023 - July 2024)

Acting Allowance	-	69 692
	-	**69 692**

Remuneration of the Acting Managing Director Space Operation : Mr. E. Avenant
(Appointed August 2024 - December 2024)

	2026 R	2025 R
Acting Allowance	-	87 116
	-	**87 116**

Remuneration of the Acting Managing Director Space Operation : Mr. C. Strydom
(Appointed January 2025 - December 2025)

Acting Allowance	166 325	52 269
	166 325	**52 269**

Remuneration of the Acting Managing Director Space Science : Mr. H. Theron
(Appointed January 2026)

Acting Allowance	18 503	-
	18 503	**-**

19. BOARD MEMBER REMUNERATION

	2026				
	R	R	R	R	R
	Meeting Fees		Reimbursive Claims		
	Paid Out	Accrued	Paid Out	Accrued	Total
Independent Non-Executive Chairman of the Board					
Mr. P Ndlovu	347 230	-	-	-	347 230
Independent Non-Executive Members	-				
Mr. F. Denner	132 082	-	13 792	-	145 874
Mr. J. Komape	147 961	-	-	-	147 961
Ms. K. Lebaka	107 746	-	-	-	107 746
Ms. N. Majaja (1)	-	-		-	-
Mr. F. Mkhabela	-			13 638	13 638
Prof. A. Muronga	56 056	36 358	-	-	92 414
Ms. J. Ndaba	83 874	-	-	-	83 874
Adv. L. Ndziba	181 108	-	-	-	181 108
Adv. L. Nevondwe	127 652	4 167	-	-	131 819
Mr. M. Ngoetjana	162 107	-	432	-	162 539
Ms. N. Nzimande	110 932	1 968	-	-	112 900
Mr. L. Petzer	93 201	38 919	539	-	132 659
Mr. T. Ramaru (1)	-	-	-	-	-
Mr. N. Rambau	113 612	5 904	-	-	119 516
Ms. C. Segage	158 567	1 968	-	-	160 535
Total Board members Remuneration	**1 822 127**	**89 284**	**28 402**	**-**	**1 939 813**

19. BOARD MEMBER REMUNERATION (continued)

	2025				
	R	R	R	R	
	Meeting Fees		Reimbursive Claims		
	Paid Out	Accrued	Paid	Accrued	Total
Independent Non-Executive Chairman of the Board					
Mr. P Ndlovu	586 504	12 259	2 577	-	601 340
Independent Non-Executive Members			-		
Mr. F. Denner	227 790	-	2 449	-	230 238
Mr. J. Komape	173 996	5 192	-	-	179 188
Ms. K. Lebaka	130 302	5 192	-	1 094	136 588
Ms. N. Majaja (1)	-	-	-	-	-
Mr. F. Mkhabela	-	-	14 257	515	14 772
Prof. A. Muronga	75 538	23 140	-	-	98 678
Ms. J. Ndaba	162 416	6 142	-	-	168 558
Adv. L. Ndziba	181 042	1 422	117	-	182 581
Adv. L. Nevondwe	155 542	5 204	-	-	160 746
Mr. M. Ngoetjana	182 393	7 328	818	1 265	191 804
Ms. N. Nzimande	115 434	2 832	-	-	118 266
Mr. L. Petzer	50 052	28 332		-	78 384
Mr. T. Ramaru (1)	-	-	-	-	-
Mr. N. Rambau	158 622	5 204	592	628	165 046
Ms. C. Segage	179 859	5 192	-		185 051
Total Board members Remuneration	**2 379 490**	**107 439**	**20 809**	**3 502**	**2 511 240**

(1) Appointed as representative of the state.

20. DEPRECIATION AND AMORTISATION

	2026 R	2025 R
Depreciation: Property, Plant and Equipment	38 266 557	37 750 034
Amortisation: Intangible Assets	3 210 827	2 961 994
Total Depreciation and Amortisation	**41 477 384**	**40 712 028**

21. DATA LICENCE FEES

	2026 R	2025 R
Data Licence Fees	12 729 569	45 924 303
Total Data Licence Fees	**12 729 569**	**45 924 303**

Data licence fees are paid to access to various satellites for the acquisition of earth observation satellite imagery.

22. GRANT RELATED EXPENDITURE

	2026 R	2025 R
AIT upgrade	2 223 816	9 635 052
NEOP	2 902 059	15 000 000
EO-SAT1	30 000 000	-
Other	488 260	4 216 905
Total Grant Related Expenditure	**35 614 135**	**28 851 957**

23. ANTENNA INFRASTRUCTURE SERVICES

Antenna Infrastructure Services	6 913 711	14 208 351
Total Antenna Infrastructure Services	**6 913 711**	**14 208 351**

Antenna infrastructure services relate to costs for client hosted infrastructure and the facilitation of civil works for customers' equipment.

SANSA earns contract revenue for services provided.

24. TRAINING EXPENSES

	2026 R	2025 R
Staff Training	2 288 991	1 243 804
Staff Bursaries	985 502	878 778
Total Training Expenses	**3 274 493**	**2 122 582**

Staff Training and Bursaries is expenditure incurred on various short courses and funding for various recognised qualification at tertiary institutions.

25. OTHER OPERATING EXPENSES

	2026 R	2025 R
Advertising & Marketing	2 278 458	1 891 059
Bank Charges	203 929	199 071
Conferences and Seminars	9 478 953	6 013 334
Consulting fees	5 931 629	6 067 759
Consumables	1 251 292	2 397 615
Data and internet services	5 436 977	4 712 252
Electricity	18 794 680	16 688 593
Entertainment	29 604	85 804
External Audit fees	2 055 960	1 939 585
Fuel and Oil	1 226 478	2 295 523
Insurance	4 797 165	4 540 866
Internal Audit fees	636 709	564 504
Legal Costs	433 285	599 491
License fees	9 885 525	15 921 633
Other General Expenses	8 428 768	8 455 974
Printing and Stationery	748 691	828 068
Rent and lease charges	6 627 236	7 288 848
Security	4 468 119	4 148 772
Telephone Cost	96 333	122 688
Transport Costs	876 586	677 343
Travel and accommodation	14 223 043	15 212 587
	97 909 420	**100 651 369**

During the year, National Treasury approved the utilisation of the 2024/25 cash surplus of R44 937 207 and spending against commitments amounting to R43 760 413, based on the cash surplus determined as at 31 March 2025.

26. NET LOSSES ON FOREIGN EXCHANGE

	2026 R	2025 R
Gains in foreign exchange transactions	**2 101 623**	**581 324**
Gains in net Foreign Exchange - realised	1 711 743	548 336
Gains in net Foreign Exchange - unrealised	389 880	32 988
Losses in foreign exchange transactions	**(4 649 358)**	**(3 951 983)**
(Losses) in net Foreign Exchange - realised	(4 649 358)	(3 951 983)
Net Losses on foreign exchange transactions	**(2 547 735)**	**(3 370 659)**

27. NET LOSSES ON DISPOSAL OF PROPERTY, PLANT & EQUIPMENT

	2026 R	2025 R
Proceeds on disposal of property plant & equipment and intangible assets	2 091	1 004 852
Net Book value on disposal of property, plant and equipment	(125 475)	(1 269 504)
Net Book value on disposal of intangible assets	(1 115 299)	(31 969)
Net (Losses) on Disposal of Property, Plant and Equipment & Intangible assets	**(1 238 683)**	**(296 620)**

28. NET CASH FLOWS FROM OPERATING ACTIVITIES

	2026 R	2025 R
Deficit for the Year	(43 476 018)	(26 382 635)
Depreciation and Amortisation	41 477 384	40 712 028
Non-Cash Losses on Disposal of Property, Plant and Equipment	1 238 589	296 526
Net (Gains)/Losses on foreign exchange transactions	2 547 735	3 370 752
Impairment losses for the year	(1 049 257)	379 212
Impairment losses for the year previously reported	(19 037)	-
Increase in provisions relating to employee costs	2 725 634	1 385 092
Increase / (Decrease) in Operating Lease Liability	643 978	313 675
Operating surplus before working capital changes	**4 089 008**	**20 074 650**
Decrease in Inventory	(4 943 736)	(305 108)
Decrease/(Increase) in Receivables from exchange transactions	1 298 927	(4 185 049)
Decrease/(Increase) in other receivables	14 478 956	(19 614 078)
Increase/(Decrease) in grant liabilities	185 414 935	(52 249 014)
(Decrease)/Increase in Trade and other payables	(12 542 710)	3 881 125
Cash flow from operating activities	**187 795 380**	**(52 397 474)**

29. IMPAIRMENT LOSSES

	2026 R	2025 R
29.1 Receivables from exchange transactions		
Impairment reversals for the year	(1 051 027)	-
Bad debts written off	1 770	-
Recognition of impairment allowance	-	447 634
Reversal of impairment allowance	-	(68 422)
Total Expected credit losses	**(1 049 257)**	**379 212**

30. IRREGULAR EXPENDITURE AND FRUITLESS AND WASTEFUL EXPENDITURE

	2026 R	2025 R
Irregular Expenditure	22 900	481 366
Fruitless and wasteful expenditure	-	-
Closing Balance	**22 900**	**481 366**

Following an assessment, the irregular expenditure above was confirmed in line with the PFMA Compliance and Reporting Framework.

31. COMMITMENTS FOR EXPENDITURE

Capital Commitments	2026 R	2025 R
- Approved and Contracted for:	**250 887 780**	**243 514 532**
Property, Plant and Equipment	250 451 387	242 584 715
Intangible assets	436 394	929 817
Total Capital Commitments	**250 887 780**	**243 514 532**
This expenditure will be financed from:		
Contract Revenue and Transfers	250 887 780	243 514 532
	250 887 780	**243 514 532**

32. EMPLOYEE BENEFIT INFORMATION

The agency does not make contributions on behalf of employees and it's only obligation is to pay contributions deducted from employees remuneration, to the funds.

The expense recognised in the Statement of Financial Performance represents contributions paid by the agency to the fund, on behalf of the employees based on the rules of the plan. Contributions are expensed under employee related costs.

	2026 R	2025 R
Contributions recognised as an expense	21 508 151	19 049 696

33. RELATED PARTY TRANSACTIONS

South African National Space Agency (SANSA) has been established by the Department of Science Technology and Innovation (DSTI) interms 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.

33.1 Related Persons: Executive Authority
The Minister of the Department of Science Technology and Innovation is the Executive Authority of SANSA.
33.2 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
Mr. F. Denner	Chairperson of Strategy and Investment Committee	07 February 2023 - 19 January 2026
	Board Member	07 February 2023 - to date
Mr. J. Komape	Board Member	18 June 2024 - to date
Ms. K. Lebaka	Board Member	18 June 2024 - to date
Ms. N. Majaja	Board Member	01 September 2018 - to date
Mr. F. Mkhabela	Board Member	18 June 2024 - to date
Prof. A. Muronga	Board Member	01 September 2018 - to date
Ms. J. Ndaba	Board Member	01 September 2022 - to date
Mr. P. Ndlovu	Board Chairperson	01 September 2022 - 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
Adv. L. Nevondwe	Board Member	26 July 2022 - to date
Mr. M. Ngoetjana	Chairperson of Strategy and Investment Committee	26 February 2026 - to date
	Board Member	01 September 2022 - to date
Ms. N. Nzimande	Board member	18 June 2024 - to date
Mr. L. Petzer	Board Member	18 June 2024 - to date
Mr. T. Ramaru	Board Member	01 September 2022 - to date
Mr. N. Rambau	Board Member	01 September 2022 - to date
Ms. C. Segage	Chairperson Audit and Risk Committee	01 September 2022 - to 04 May 2026
	Board Member	01 September 2022 - to date
Mr. H. Mudau	Executive Member (CEO) and ex officio	01 April 2023- to date

33.3 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
Executive Director Space Operations - Mr. R. Hodges
Seconded as Executive Director Space Science - Mr. R. Hodges (Appointed August 2024 - December 2025)
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)
Executive Director Earth Observation - Prof. A. Ramoelo (Appointed November 2024)
Executive Director Space Engineering - Ms. L.Takalani (Appointed August 2024)
Acting Executive Director Space Operations - Mr. E. Avenant (Appointed August 2024 - December 2024)
Acting Executive Director Space Operations - Mr. C. Strydom (Appointed January 2025 - December 2025)
Acting Executive Director Space Science - Mr. H. Theron (Appointed 1 - 31 January 2026)

Refer to Note 18 for details on remuneration of Key management.

Related party transactions: Revenue and Receivables

	2026 R		2025 R	
Entity Name	**Revenue**	**Receivables**	**Revenue**	**Receivables**
Department of Science Technology and Innovation	166 577 000	-	159 347 000	-
National Research Foundation	2 230 436	-	2 515 652	-
CSIR	140 000	103 445	95 871	-
	168 947 436	**103,445**	**161 958 523**	**-**

Related party relationships: Purchases and Payables

	2026 R		2025 R	
Entity Name	**Purchases**	**Payables and Unspent Grants**	**Purchases**	**Payables and Unspent Grants**
Department of Science Technology and Innovation	-	816 899 644	-	631 406 024
National Research Foundation	4 132 878	1 114 146	16 339 427	1 957 143
CSIR	6 501 43	-	27 067 325	-
	10 634 309	**818 013 790**	**43 406 752**	**633 363 167**

34. 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.

Contingent Assets

The agency is currently involved in litigation in relation to R469 300.22 in board fees claimed by and paid to a former board member that was 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.

Cash surplus

National Treasury Instruction No.3 of 2025/26 sets out how public entities should determine cash surpluses at the end of each financial year. The agency had a cash deficit of R33 871 423 as at 31 March 2026 (2025: Surplus of R44 980 823). In terms of the instruction, schedule 3A entities can make applications to retain the surplus by 31 August each year. Historically, the agency was required to and made applications by 30 September, which were approved by National Treasury. Should National Treasury not approve all or part of the request to retain a cash surplus request, the agency would be required to surrender all or part of any such cash surplus to National Treasury.

35. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

All financial instruments arise directly from operations.

Classification of financial assets

The Financial Assets of the entity are classified as follows:

Financial Assets	Classification	Carrying amount	
		2026 R	2025 R
Cash and Cash Equivalents			
Cash and cash equivalents	At amortised cost	836 252 706	690 871 371
Trade and other receivables		54 185 552	88 440 903
Trade debtors	At amortised cost	41 426 120	61 202 514
Other Receivables	At amortised cost	12 759 432	27 238 388
Other receivables include the following financial assets:		3 481 874	5 374 161
Deposits	At amortised cost	2 465 883	4 077 227
Other Debtors	At amortised cost	1 015 991	1 296 934

Classification of financial liabilities

The Financial Liabilities of the entity is classified as follows:

Financial Liabilities	Classification	Amount	
		2026 R	2025 R
Trade and other payables		7 759 311	24 658 982
Trade creditors	At amortised cost	5 227 853	12 609 931
Other creditors	At amortised cost	616 459	638 245
Accrued expenses	At amortised cost	1 914 999	11 410 806

The entity does not enter into any derivative transactions. The main risks arising from the entity's financial instruments are credit risk, liquidity risk and market risk. Applicable market risks comprises interest rate risk and foreign exchange risk. The entity manages these risks through established policies and procedures.

The entity reviews and implements policies managing each of these risks. Save as disclosed below, there are no significant concentrations of risk. Compliance with policies and procedures is audited by internal and external auditors on a continuous basis.

35.1 Market risk

35.1.1 Interest Rate Risk

Interest rate risk arises from cash and cash equivalents which earn interest at variable rates, exposing the entity to variations in interest income when market interest rates change.

The entity does not incur material finance costs and therefore has no significant exposure to interest rate risk on financial liabilities.

The entity manages interest rate risk on a passive basis by maintaining cash balances in short-term, variable-rate instruments. The entity's core operating income and cash flows, excluding interest income, are not exposed to changes in market interest rates.

Exposure to interest rate risk

The entity's income and operating cash flows are substantially independent of changes in the market interest rates.

31 March 2026	Floating Interest Rate R	Non-interest Bearing R	Total R
Assets			
Receivables from Exchange Transactions	-	44 290 864	44 290 864
Cash and cash equivalents	837 081 944	7 817	837 089 761
Liabilities			
Trade and other payables	-	(17 052 146)	(17 052 146)
Net Financial assets/(Liabilities)	**837 081 944**	**27 246 535**	**864 328 479**

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**

Sensitivity analysis

The sensitivity analysis below has been determined based on the exposure to variable interest rates at reporting date. 50 and 100 basis point increases were applicable at 31 March 2026, representing management's assessment of reasonably possible changes in interest rates. The analysis reflects the annual impact of possible interest rate fluctuations on the balance of cash and cash equivalents at year end.

A 0.5% and 1% increase (2025:1% increase and 1% decrease) in interest rates would impact surplus for the year by the following amounts:

Effect of a change in interest rate on interest bearing financial assets and liabilities

Financial Assets	**Classification**		
		2026	**2025**
External investments:		**R**	**R**
Call Deposits	Financial assets at amortised cost	-	-
Bank balances	Financial assets at amortised cost	837 081 944	690 863 667
Cash Floats	Financial assets at amortised cost	7 817	7 704
		837 089 761	**690 871 371**
Interest received		**5 033 837**	**8 062 657**

Interest rate earned on entity's current and deposits accounts ranges between 5.25% and 6% (2025: 5.5% and 5.75%)

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	**8 370 898**	**6 908 714**
Effect of change in interest rate	%	**0.50%**	**(1.00%)**
Effect of change in interest rate	Rand value	**4 185 449**	**(6 908 714)**

There were changes in the entity's exposure to interest rate risk due impact of monetary policy pronouncements by the South African Reserve Bank. There are, however, no changes to the agency's objectives, policies and processes for managing interest rate risk, or the methods and assumptions used in the sensitivity analysis during the current reporting period compared to the prior year.

35.1.2 Foreign exchange risk

Foreign exchange risk arises from receivables denominated in foreign currencies, which are translated into the entity's functional currency.
Movements in exchange rates between initial recognition and settlement may affect surplus or deficit.

The entity mitigates foreign exchange risk by enforcing contract payment terms, which limits the period of exposure to exchange rate movements.

The entity's exposure to foreign currency risk was as follows:	**2026**	**2025**
	R	**R**
Receivables from Exchange Transactions		
Denominated in Euro	9 120 469	9 747 401
Denominated in United States Dollars	23 411 090	38 836 102
Trade payables		
Denominated in Swiss Francs	109 391	-

Net foreign currency exposure represents the excess of foreign-currency-denominated assets over liabilities in each currency, as only the net position is exposed to changes in exchange rates.

The following significant exchange rates applied during the year:

	2026 **R**	**2025** **R**
Year-end spot rate		
CHF	21.16	-
Euro	19.89	20.35
USD	16.89	18.85

Sensitivity analysis

A 10% strengthening or depreciation of the Rand against the currencies below at reporting date would had a impact surplus or deficit by the amounts shown below. This analysis is based on net foreign currency exposure at reporting date, assuming all other variables remain constant.

	2026 **10% Depreciation**	**2025** **10% Depreciation**	**2026** **10% Strengthening**	**2025** **10% Strengthening**
CHF	10 939	-	(10 939)	-
Euro	910 247	974 740	(910 247)	(974 740)
USD	2 341 109	3 883 610	(2 341 109)	(3 883 610)
Total	3 262 295	4 858 350	(3 262 295)	(4 858 350)

There were changes in the entity's exposure to foreign exchange risk due instability in the Middle East, however there no changes to its objectives, policies and processes for managing the risk, or the methods and assumptions used in the sensitivity analysis during the current reporting period compared to the prior year.

35.2 Liquidity risk

Liquidity risk is the risk that the entity may encounter difficulty in meeting its financial obligations as they fall due. The entity's exposure to liquidity risk arises primarily from short-term trade and other payables.

The entity manages liquidity risk by maintaining adequate banking facilities and through the receipt of annual transfers and subsidies, which provide predictable funding to meet short-term obligations. Cash flow forecasts are prepared and monitored to ensure sufficient liquidity is available when obligations fall due.

The following are the contractual maturities of financial liabilities, including interest payments and excluding the impact of netting agreements for the entity:

	2026			
	Contractual cash flows: 1 month or less	Contractual cash flows: Between 1 to 3 months	Contractual cash flows: Between 3 to 12 months	Carrying amount
	R	R	R	R
Trade and other payables	7 759 311	-	314 061	8 073 372
	7 759 311	-	314 061	8 073 372

	2025			
	Contractual cash flows: 1 month or less	Contractual cash flows: Between 1 to 3 months	Contractual cash flows: Between 3 to 12 months	Carrying amount
	R	R	R	R
Trade and other payables	24 658 982	-	281 444	24 940 426
	24 658 982	**-**	**281 444**	**24 940 426**

35.3 Credit risk

Credit risk is the risk that a counterparty will fail to discharge its obligations in accordance with contractual terms, resulting in a financial loss to the entity. The entity's credit risk exposure arises from receivables from exchange transactions, cash and cash equivalents, and deposits.
The entity considers a financial asset to be in default when contractual payments are more than 90 days past due, unless counterpartyspecific information indicates otherwise.

The entity applies the expected credit loss (ECL) model to financial assets measured at amortised cost, in accordance with GRAP 104 (Revised).

Credit risk management and ECL methodology

The entity manages credit risk through ongoing monitoring of receivable balances, aged analyses and counterparty-specific assessments. Credit risk is assessed at initial recognition and reassessed at each reporting date.

Expected credit losses are determined in accordance with the accounting policy disclosed in Note 1.2.5

Exposure to credit risk

The entity's exposure to credit risk is detailed below:

The amounts below best represents the entity's maximum exposure to credit risk.

	2026	2025
	R	R
Financial Assets		
Cash and Cash Equivalents	836 252 706	690 871 371
Receivables from Exchange Transactions	41 426 120	61 202 515
Deposits	2 465 883	4 077 227
Other Debtors	1 015 991	1 296 934
	881 160 700	**757 448 047**

Non-financial Assets	2026	2025
	R	R
Current		
Prepaid expenses	9 277 559	21 701 127
Non-current		
Prepaid expenses	45 000 000	30 603 007
	54 277 559	**52 304 134**

Receivables from exchange transactions

Receivables from exchange transactions primarily comprise trade receivables due from customers and public-sector counterparties. Credit risk relating to these receivables is monitored through regular aged analyses.

An allowance for expected credit losses ("ECL") is recognised for receivables based on the lifetime expected credit loss. The ECL assessment considers both the age of receivables and forward-looking information regarding the expected recoverability of outstanding amounts.

The ECL methodology applied to financial assets was is on the following:

1. Past loss experiences, for each time bucket in note 5.1.1, for three years preceding the adoption of GRAP 104 (Revised)
2. Application of a provisioning matrix based on the three year loss history that was applied to aged receivables.
3. Consideration of instances where there has been a significant increase in credit risk.
4. Consideration of future macroeconomic information that could be reasonably expected to affect the past loss history in 1 above.

Trade receivables mostly comprise amounts due from large state owned and corporate entities. Changes in the global economy and politics could affect demand for services but would not affect the ability of customers to pay.

Management is of the view that a full study into how the current geo-politics could affect the entity cannot be undertaken without undue cost and effort and would be off little value due to the inherent uncertainty.

Included in Receivables from Exchange Transactions is R49 911 165.61 in prepayments due from Denel Dynamics, a division of Denel SOC Ltd ("Denel") under contracts relating to the EO SAT-1 satellite development project that expired by 31 March 2019.

Denel and SANSA have concluded an agreement in terms of which the prepayments 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 by SANSA in terms of the contract. An amount of R238 779.97 was recovered during the financial year.

Cash and cash equivalents and deposits

Cash and cash equivalents and deposits are held with ABSA Bank Limited which has a Standard & Poor's national credit credit rating of zaAAA, with a stable outlook. Based on the financial standing of the bank, historical experience and the current credit rating, management has assessed that the probability of default is low and that expected credit losses relating to these balances negligible.

Credit risk concentration

The entity is exposed to a concentration of credit risk within receivables from exchange transactions, primarily relating to foreign debtors. Management monitors these exposures on an ongoing basis.

The effect of adopting GRAP 104 (revised) on 1 April 2025, including the advent of the ECL methodology as detailed in Notes 5 and 39.

36. EVENTS AFTER THE REPORTING DATE

No events or transactions have occurred since 31 March 2026 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.
The Accounting Authority has approved the financial statements and these statements may not be amended after issue without approval.

37. 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.

38. LIVING AND NON-LIVING RESOURCES

Living Resources – Game on the Farm at Space Operations (Hartebeesthoek, Krugersdorp)

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.

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.

39. CHANGE IN ACCOUNTING POLICY

Adoption of GRAP 104 (revised) Financial Instruments

SANSA adopted GRAP104 (Revised) with efect from 1 April 2025. The standard introduced a forward-looking Expected Credit Loss (ECL) model, which replaced the previous loss incurred approach. SANSA has adopted the revised Standard of GRAP on Financial Instruments (2019) effective 1 April 2025. The transitional provisions of Directive 2 were applied, meaning comparatives have not been restated.

39.1 Retrospective application - transitional provisions

SANSA applied GRAP 104 (revised 2019) retrospectively, in accordance with GRAP 3, except as specified otherwise in the transitional provisions. GRAP 104 (revised 2019) was not applied to items that had already been derecognised at the date of initial adoption. Despite the requirement to apply GRAP 104 (revised 2019) retrospectively, the FAIS was not required to restate prior periods.

Despite the requirement to apply GRAP 104 (revised 2019) retrospectively, SANSA was not required to restate prior periods. SANSA did not restate prior periods and recognised any difference between the previous carrying amount (i.e. 31 March 2025) and the carrying amount at the beginning of the reporting period (i.e. 1 April 2025), including the date of initial adoption, in the opening accumulated surplus on 1 April 2025.

39.2 Classification and measurement - transitional elections

At the date of initial adoption, the SANSA assessed its management model for managing financial assets on the basis of the facts and circumstances that existed at that date. The resulting classification was applied retrospectively, irrespective of SANSA's management model in prior reporting periods.

39.3 Impairment - expected credit losses (ECL)

The SANSA applied the impairment requirements retrospectively in accordance with GRAP 3. Because SANSA did not restate comparative information, applying the impairment requirements retrospectively means SANSA measured impairment losses using expected credit losses as of the date of adoption (1 April 2025). SANSA recognised any difference between the previous loss allowance and the loss allowance at the beginning of the reporting period that includes the date of initial adoption in the opening accumulated surplus of the annual reporting period that includes the date of initial adoption.

At the date of initial adoption, the SANA used reasonable and supportable information available without undue cost or effort to determine the credit risk at the date a financial instrument was initially recognised, and compared that to the credit risk at the date of initial adoption.

When determining whether there has been a significant increase in credit risk since initial recognition, SANSA applied the rebuttable presumption for contractual payments that are more than 30 days past due for receivables from exchange transactions.

39.4 Criteria used for designating the instruments at initial recognition

Financial instruments are initially measured at fair value and subsequently measured at amortised cost. The financial assets at amortised cost has been measured using the effective interest method. Financial liabilities at amortised cost have been measured using amortised cost principles.

39.5 Impact of adoption of GRAP 104 (Revised)

The adoption of the revised GRAP 104 standard resulted in the change to the ECL from the incurred loss model. The impact of this adoption is a charge of R5 148 859 against the accummulated surplus on 1 April 2025. The impact on the current financial year is an decrease in deficit or R1 049 257 on 31 March 2026.

39.5.1 ***Impact of the financial instruments on the Statement of Financial Position***

Charges arising on the adoption of GRAP 104 (Revised) on 1 April 2025 is summarised below

	2026 R	2025 R
Cash and Cash equivalents	690 864	-
Receivables from Exchange Transactions	2 693 764	-
Other receivables	1 428 631	-
Other financial assets	335 600	-
Total charge to accumulated surplus	**5 148 859**	**-**

The initial charge on adoption of GRAP 104 was allocated to accumulated surplus in terms of the transitional provisions.

39.5.2 Impact of the financial instruments on the Statement of Financial Performance

Charges arising on the adoption of GRAP 104 (Revised) on 1 April 2025 is summarised below

	2026 R	2025 R
Impairment reversals for the year	(1 051 027)	-
Bad debts written off	1 770	-
Recognition of impairment allowance	-	447 634
Reversal of impairment allowance	-	(68 422)
Total impact on the Statement of Financial Performance	**(1 049 257)**	**379 212**

39.6 Reconciliation of financial instruments to Financial Position as at 31 March 2026

	Note	Gross Balance	Adoption of GRAP104 adjustment	Impairment reversals for the year	Net Balance
		R	R	R	R
Cash and Cash Equivalents	4	837 089 761	(690 864)	(146 191)	836 252 706
Receivables from Exchange Transactions	5.1	44 290 864	(2 693 764)	(93 332)	41 503 768
Other receivables	5.3	3 972 562	(1 764 231)	1 290 550	3 498 881
Trade payables	10	8 073 372	-	-	8 073 372
Total Financial Instruments		**893 426 559**	**(5 148 859)**	**1 051 027**	**889 328 727**

40. RECLASSIFICATION OF FINANCIAL STATEMENTS

40.1 Reclassification of Financial Performance

	Prior Year AFS	Current Year AFS	Reclassified Amount
	2025	2025	2025
	R	R	R
REVENUE			
Revenue from Non-Exchange Transactions			
Impairment Reversal of Accounts Receivable	68 422	-	68 422
Impairment Reversals	-	-	-
Total Revenue	**68 422**		**68 422**
EXPENDITURE			
Impairment of Accounts Receivable	447 634		(447 634)
Impairment Losses		379 212	379 212
Total Expenditure	**447 634**	**379 212**	**(68 422)**
DEFICIT FOR THE YEAR	**(379 212)**	**(379 212)**	

Impairment losses and gains have previously been disclosed seperately in the Statement of Financial Performance. With the implementation of the revised GRAP104 standard, the disclosure of the net impairment would be an improved reflection of the adjustment.

40.2 Reclassification of Statement of Cash Flow

	Prior Year AFS	Current Year AFS	Reclassified Amount
	2025	2025	2025
CASH FLOWS FROM OPERATING ACTIVITIES	R	R	R
Receipts			
Transfers and Grants	205 703 274	160 780 009	(44 923 265)
Interest	8 062 657	52 985 922	44 923 265
NET CASH FLOWS FROM OPERATING ACTIVITIES	**(52 397 474)**	**(52 397 474)**	**( )**
NET INCREASE/(DECREASE) IN CASH AND CASH EQUIVALENTS	**(52 397 474)**	**(52 397 474)**	**( )**

The interest received on grant funding, which is capitalised against the ring-fenced grants, has previously been disclosed under Transfers and Grants in the Cash Flow Statement as it is not available for operatiional use. Interest received on ring-fenced grants has been allocated to interest, under cashflows from operating activities, to achieve fairer presentation.

PART G

KNOWLEDGE DISSEMINATION

OVERVIEW OF JOURNAL PUBLICATIONS

For the 2025/26 financial year, SANSA continues to demonstrate excellence in its scientific outputs. During this period, the agency's researchers produced a total of 35 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: ionospheric and geomagnetic storm modelling, space weather forecasting, plasma physics, electromagnetic wave propagation, GNSS and total electron content (TEC) modelling, auroral and ionospheric disturbances, solar–terrestrial coupling processes, geomagnetic field analysis, and machine learning applications in space science. Additional research areas included remote sensing applications for air quality monitoring, wildfire assessment, volcanic plume dispersion, water quality analysis, land use and land cover change detection, rangeland and forage productivity monitoring, hydrogeological characterisation, agricultural and environmental sustainability, as well as the use of satellite and atmospheric reanalysis datasets to support environmental and Earth observation studies across Africa and beyond.

SANSA PUBLICATIONS 2025/26

1. Bonnet, W., Cho, M. A., Chirwa, P. W., & Masemola, C. (2026). Localized brightness- shape-moisture soil parameterization for improved PROSAIL-5 canopy simulation. Photogrammetric Engineering and Remote Sensing. Advance online publication.

2. Fagundes, P. R., Pillat, V. G., Anoruo, C. M., Picanço, G. A. S., Pezzopane, M., Habarulema, J. B., Venkatesh, K., Tardelli, A., Christovam, A. L., & Vieira, F. (2025). Midnight simultaneous observations of spread-F and multiple F-layer stratifications during the 11–12 May 2024 geomagnetic superstorm. Journal of Geophysical Research: Space Physics.

3. Fathy, A., Farid, A. I. S., Okoh, D., Mungufeni, P., Mahrous, A., Nassar, M., Otsuka, Y., Fu, W., Habarulema, J. B., El-Husseiny, H., & Arafa, A. (2026). Geomagnetic storm-time total electron content modeling over North Africa: U-Net architecture validated against AfriTEC. Advances in Space Research. Accepted for publication.

4. Fathy, A., Farid, A. I. S., Okoh, D., Mungufeni, P., Mahrous, A., Nassar, M., Otsuka, Y., Fu, W., Habarulema, J. B., El-Husseiny, H., & Arafa, A. (2026). U-Net based forecasting of storm-time total electron content over North Africa using assimilation of GNSS observation into global ionospheric maps. Universe.

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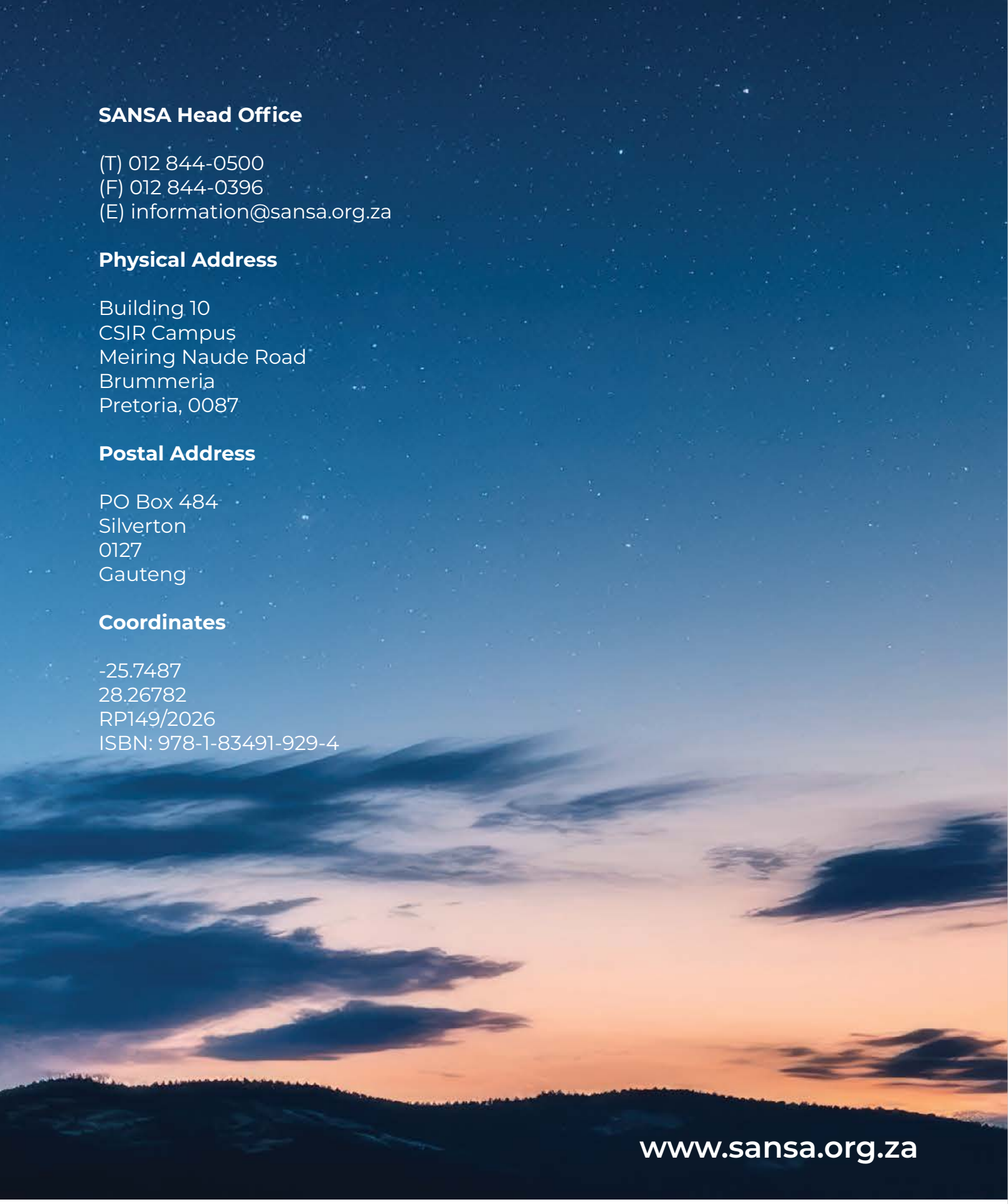

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