NATIONAL CONSUMER COMMISSION

a member of the dtic group

ANNUAL REPORT
2025 | 26

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World Consumer Rights Day 2026 in Limpopo Province

PART A
GENERAL **INFORMATION**

1. GENERAL **INFORMATION**

REGISTERED NAME:	National Consumer Commission
PHYSICAL ADDRESS:	1 Dr Lategan Road South African Bureau of Standards (SABS) Campus, Groenkloof Pretoria 0102
POSTAL ADDRESS:	P.O. Box 36628 Menlopark 0102
TELEPHONE NUMBER/S:	012 065 1940
EMAIL ADDRESS:	commissioner@thencc.org.za
WEBSITE ADDRESS:	www.thencc.org.za
EXTERNAL AUDITORS:	MGI RAS
BANKERS:	Nedbank and the South African Reserve Bank
COMPANY/BOARD SECRETARY:	Mr Lefu Nhlapo

2. LIST OF **ABBREVIATIONS/ACRONYMS**

AA	Accounting Authority
ADR	Alternative Dispute Resolution
ADRA	Alternative Dispute Resolution Agent
AFS	Annual Financial Statements
AGSA	Auditor-General South Africa
AOPO	Audit of Predetermined Objectives
APP	Annual Performance Plan
ARC	Audit and Risk Committee
B-BBEE	Broad-Based Black Economic Empowerment
CASRI	China Automotive Standardization Research Institute
CATARC	China Automotive Technology and Research Centre
CFO	Chief Financial Officer
CGSO	Consumer Goods and Services Ombud
CI	Consumers International
CompCom	Competition Commission
COMESA	Common Market for Eastern and Southern Africa
CPA	Consumer Protection Act 68 of 2008
CPF	Consumer Protection Forum
CTFL	Clothing, Textile, Footwear and Leather
DEDT	Department of Economic Development and Tourism
DEVAC	DEVAC Special Economic Zones Summit
DRP	Disaster Recovery Plan
EA	Executive Authority
ECC-Net	European Consumer Centre Network
ERM	Enterprise Risk Management
GRAP	Generally Recognised Accounting Practice
HRM	Human Resource Management
ICT	Information and Communication Technology
IGE	Intergovernmental Group of Experts
IT	Information Technology
LEDET	Limpopo Department of Economic Development, Environment and Tourism
LSF	Localisation Support Fund
MEC	Member of the Executive Council
MIOSA	Motor Industry Ombud of South Africa

2. LIST OF **ABBREVIATIONS/ACRONYMS** (CONTINUED)

MoU	Memorandum of Understanding
MP	Member of Parliament
MTDP	Medium-Term Development Plan
NCC	National Consumer Commission
NCT	National Consumer Tribunal
NEF	National Empowerment Fund
NFSA	National Food Safety Authority
NLED	National Local Economic Development
NPA	National Prosecuting Authority
NRCS	National Regulator for Compulsory Specifications
NT	National Treasury
OEMs	Original Equipment Manufacturers
OORS	Opt-Out Registry System
PFMA	Public Finance Management Act, 1 of 1999
PSA	Proudly South African
PSETA	Public Service Sector Education and Training Authority
RMI	Retail Motor Industry Organisation
SABS	South African Bureau of Standards
SAPS	South African Police Service
SARS	South African Revenue Service
SCM	Supply Chain Management
SEFDA	Small Enterprise Development and Finance Agency
SMME	Small, Medium and Micro Enterprise
SMMEs	Small, Medium and Micro Enterprises
the dtic	The Department of Trade, Industry and Competition
TR	Treasury Regulations
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNODC	United Nations Office on Drugs and Crime
WCRD	World Consumer Rights Day

"The NCC also strengthened its efforts to address illicit and non-compliant goods."

3. FOREWORD BY THE MINISTER OF TRADE, INDUSTRY AND COMPETITION

The 2025/26 Annual Report of the National Consumer Commission (NCC) reflects the continued importance of a strong consumer protection system in building a fair, inclusive and trusted marketplace.

The NCC remained committed to protecting consumers and ensuring that, where rights are infringed, consumers have access to meaningful redress. During the reporting period, the NCC continued to investigate complaints, pursue enforcement action and secure remedies for consumers, while requiring suppliers to account for practices inconsistent with the Consumer Protection Act. These interventions demonstrate that consumer protection must translate into tangible outcomes for people.

The NCC achieved 17 of its 20 performance targets, representing an achievement rate of 85 per cent, and obtained an unqualified audit opinion with no material findings. The NCC also resolved 82.8 per cent of the complaints received. Through its complaint resolution, investigation, and enforcement activities, the NCC secured consumer redress amounting to more than R18.3 million, a significant increase compared with the prior year. The NCC also administered a total of 98 product recalls, mainly relating to defective motor vehicles, demonstrating the NCC's commitment to consumer safety. The NCC also successfully defended most of the matters escalated to the National Consumer Tribunal and the courts, achieving a success rate of 83 per cent and securing administrative fines amounting to R8.86 million on non-compliant suppliers. This ensured that consumers received appropriate redress where their rights had been infringed.

The NCC also strengthened its efforts to address illicit and non-compliant goods. This remains an important priority because illicit trade places consumers at risk, undermines legitimate businesses and compromises the integrity of the marketplace. A significant area of focus going forward will be the fight against illicit and unsafe goods, and the introduction of Regulations that will enhance the Government's ability to track products through the supply chain, strengthen market surveillance and support more effective enforcement. These measures will protect consumers while ensuring that legitimate businesses are not disadvantaged by those operating outside the law.

During the reporting period, enforcement action was taken against 169 suppliers involved in illicit goods, expired products, and illegal imports. The NCC also prevented 83 consignments of non-compliant clothing, textiles, footwear, and leather products, valued at more than R4.5 million, from entering the South African market. In addition, in collaboration with the National Prosecuting Authority (NPA), the NCC secured a preservation order of R4.5 million and a forfeiture order of more than R9 million following investigations into Ponzi schemes.

I am pleased to table the 2025/26 Annual Report of the NCC. The government will continue to support efforts to strengthen the capacity and effectiveness of the NCC, as well as the broader consumer protection environment.

I acknowledge the commitment of the Acting Commissioner, Executive, Management and Staff, as well as other stakeholders and partners that collaborate with the NCC.

Mr Parks Tau, MP

Minister of Trade, Industry and Competition

"The NCC also continued to strengthen consumer education and awareness, reaching communities beyond major centres."

4. FOREWORD BY THE DEPUTY MINISTER OF TRADE, INDUSTRY AND COMPETITION

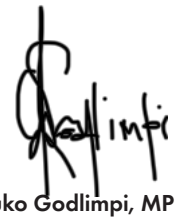
Consumer protection is essential to building an inclusive economy in which people can participate with confidence and businesses compete on a fair and transparent basis. The National Consumer Commission's (NCC) work in 2025/26 demonstrates the importance of ensuring that consumer rights are not only recognised in law but also translated into practical protection and meaningful redress.

During the reporting period, the NCC continued to investigate complaints, address prohibited conduct and take enforcement action against suppliers who failed to comply with the Consumer Protection Act. Its work resulted in consumers receiving significant redress and suppliers being required to correct practices that were inconsistent with consumer protection requirements.

The NCC also continued to strengthen consumer education and awareness, reaching communities beyond major centres. This remains particularly important because informed consumers are better able to exercise their rights, make responsible purchasing decisions and identify practices that may cause harm.

The changing marketplace also requires renewed attention to emerging risks, including e-commerce, product safety, food-related concerns and unfair business practices. The NCC's future focus on these areas, together with stronger collaboration with sector ombuds and other stakeholders, will be important in improving access to consumer redress and strengthening confidence in the marketplace.

I acknowledge the commitment of the Acting Commissioner, Executive, Management and Staff, as well as other stakeholders and partners that collaborate with the NCC.



Mr Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition

"The NCC secured total redress to the value of R18 361 753.42 (2024/25: R5 916 270.81) on behalf of consumers."

5. OVERVIEW BY THE ACCOUNTING AUTHORITY

I hereby present the 2025/26 Annual Report of the National Consumer Commission (NCC), which outlines the NCC's performance during this period.

The NCC had a total of 20 performance targets for the 2025/26 financial year, as set out in the Annual Performance Plan (APP). The NCC achieved 17 of the 20 performance targets, attaining an overall performance score of 85%, an improvement on the 2024/25 financial year (70% or 14 out of 20 targets). The NCC continued to make an impact in delivering its legislative mandate and made significant progress in advancing consumer protection and promoting compliance with the Consumer Protection Act 68 of 2008 (CPA).

The NCC also attained an unqualified audit opinion with no material findings on financial information, performance information or compliance with laws and regulations.

ACHIEVEMENT OF KEY STRATEGIC OBJECTIVES

CONTRIBUTION TO GOVERNMENT'S INDUSTRIALISATION GOALS

During the 2025/26 financial year, the NCC continued its enforcement efforts against non-compliant Clothing, Textile, Footwear and Leather (CTFL) consignments and illicit goods. Enforcement action was taken against 169 suppliers of illicit goods, expired goods, and illegal imports. The NCC also investigated 128 consignments, preventing 83 consignments valued at R4 547 701.21 from entering the South African market.

CURBING PROHIBITED CONDUCT

The NCC achieved a complaint-resolution rate of 82.8%, resolving 3 001 of the 3 623 complaints received and carried over from prior years. This represents a significant increase from the previous financial year (2024/25: 59% or 1 572 out of 2 652).

The NCC secured total redress to the value of R18 361 753.42 (2024/25: R5 916 270.81) on behalf of consumers. This redress comprised R7 078 249.42 across 530 complaints, secured through the investigation and complaint-resolution processes. The NCC also recorded significant litigation successes, with 19 of 23 cases decided in its favour before the National Consumer Tribunal (NCT) and the courts, achieving a success rate of 83%. Redress to the value of R11 283 504.00 was secured in 17 out of 19 matters referred to the NCT.

Notable settlements in this area included:

- We Buy Cars, which agreed to refund R3 419 971.83 to 31 consumers and committed to creating 300 additional jobs over five years to improve service levels, representing an investment of between R180 million and R195 million; and
- Cartrack, which agreed to refund R5 101 225 to 82 consumers.

The NCT imposed administrative fines totalling R8 860 000 (2024/25: R2 867 500) following prosecutions of, or settlements with, non-compliant suppliers. The fines consisted mainly of R2.5 million imposed on We Buy Cars and R5 million imposed on Cartrack.

To enhance consumer product safety, the NCC received 98 product recall notifications, of which 95 were administered within the financial year, while three recalls were carried forward into the next financial year.

The NCC also concluded several high-profile investigations, including one into FlySafair regarding allegations of overbooking. The FlySafair matter has been referred to the NCT for further enforcement action.

A preservation order to the value of R4 508 940.39 (2024/25: R13 116 146.28), as well as a forfeiture order of more than R9 million, was secured by the NCC in collaboration with the National Prosecuting Authority (NPA) following the investigation of the following schemes:

- Trouva, which promised returns of between 20% and 50% on investments and incentivised the recruitment of new members; and
- Piggy Farm Trading, which guaranteed consumers a return of R6 600 on an investment of R2 750 in virtual pigs.

"The NCC will continue to strengthen South Africa's consumer protection framework by focusing on regulatory interventions tha deliver measurable and sustainable outcomes for consumers."

EDUCATION AND ADVOCACY

The NCC exceeded its education and awareness targets by conducting 31 consumer education initiatives and 30 business education initiatives. These programmes promoted consumer rights, improved business compliance, and increased awareness of the CPA through partnerships with municipalities and other stakeholders.

The NCC also commemorated World Consumer Rights Day (WCRD) in the Limpopo Province, using the occasion to raise awareness of key consumer issues and to strengthen engagement with government, industry, and civil society.

GENERAL FINANCIAL REVIEW OF THE NCC

The NCC is primarily funded through transfers received from the National Treasury through the Department of Trade, Industry and Competition (**the dtic**). During the 2025/26 financial year, the NCC received government grants amounting to R88 360 000 (2024/25: R71 220 000). This amount included an additional grant of R17 000 000, provided to address critical funding requirements arising from the increasing number of litigation matters and additional information technology (IT) costs associated with preparations for implementing the Opt-Out Registry.

The additional funding was utilised primarily for legal costs, the acquisition of capital assets, including motor vehicles to support operational activities, travel expenditure, and other related operational requirements.

In addition to the grant funding, the NCC earned R2 466 922 (2024/25: R2 729 631) in interest income from funds invested with the Corporation for Public Deposits.

FUTURE OUTLOOK AND PLANS FOR THE FUTURE TO ADDRESS FINANCIAL CHALLENGES

The NCC has been adversely affected by a limited budget, resulting in unfunded positions that hinder its ability to fulfil its mandate effectively.

In the 2026/27 financial year, the NCC will develop a business case for additional funding to ensure that it adequately responds to its growing mandate and addresses emerging marketplace challenges, including persistent risks of foodborne illnesses, food-pricing concerns, unfair business terms and conditions, and emerging issues in e-commerce.

The NCC will continue to strengthen South Africa's consumer protection framework by focusing on regulatory interventions that deliver measurable and sustainable outcomes for consumers. A key priority will be the implementation of the envisaged Track and Trace Regulations through the accreditation of compliant track-and-trace systems, thereby promoting product traceability, enhancing market surveillance, and supporting efforts to reduce the circulation of unsafe and illicit goods.

The NCC will also advance the implementation of the national Opt-Out Registry through the registration of direct marketers and consumers, strengthening protection against unwanted direct marketing and promoting compliance with the CPA. The Opt-Out Registry is intended to operate on a self-funding basis, with revenue generated from the registration of direct marketers expected to support the operation and maintenance of the Registry while contributing to the NCC's Information and Communication Technology (ICT) requirements. Over time, this funding model has the potential to support critical digital infrastructure and enhance the sustainability of consumer protection services.

Consumer redress will remain a key priority, and the NCC will work with the Motor Industry Ombud of South Africa (MIOSA) and the Consumer Goods and Services Ombud (CGSO), two ombud schemes established by the Minister of **the dtic**. These ombud schemes are part of the consumer protection ecosystem and report quarterly to the NCC. Suppliers are encouraged to resolve their disputes with consumers through the ombud schemes, and the NCC will intervene where cases are not resolved. These ombud schemes have jointly secured consumer redress to the value of over R94 million (**See Textbox 4 for details**). Beginning in the 2026/27 financial year, the NCC will work together with these ombuds schemes to maximise redress outcomes for consumers. Collectively, the three institutions have set a target of facilitating R150 million in consumer redress, as included in the NCC's 2026/27 APP. As a result, the three institutions will report on their combined redress going forward.

Furthermore, the 2026/27 APP reflects a strategic shift from activity-based reporting to impact-based deliverables. This transition will enable the NCC to better demonstrate the value and effectiveness of its interventions.

SPENDING TRENDS OF THE NCC

During the 2025/26 financial year, the NCC's expenditure was primarily driven by employee-related costs, which accounted for 52% of total expenditure, reflecting the labour-intensive nature of the NCC's investigative and enforcement activities (**See Figure 1 for a detailed breakdown of the expenditure**).

Legal and professional services constituted 11% of expenditure, mainly due to the increasing number of litigation matters involving the NCC.

Rental and associated services accounted for 9% of total expenditure and related primarily to the leasing of the NCC's office accommodation from the South African Bureau of Standards (SABS).

IT expenditure (8%) was incurred primarily to support the NCC's migration to a cloud-based environment and to strengthen its IT infrastructure, including preparations for the implementation of the Opt-Out Registry.

Travel and related expenditure (7%) supported investigative and enforcement activities, including inspections, investigations, product recalls, and stakeholder engagements across the country. Asset disposal (5%) related mainly to the derecognition of old IT assets following the migration to a cloud-based environment as a strategy to mitigate cybersecurity risks. Capital expenditure and audit fees each accounted for 2% of total expenditure, while depreciation and amortisation represented 1%. Capital expenditure related mostly to the acquisition of computer equipment and motor vehicles. Capital commitments relating to the acquisition of additional motor vehicles were also made at year-end, for an amount of R4 302 094, to bolster investigative capacity.

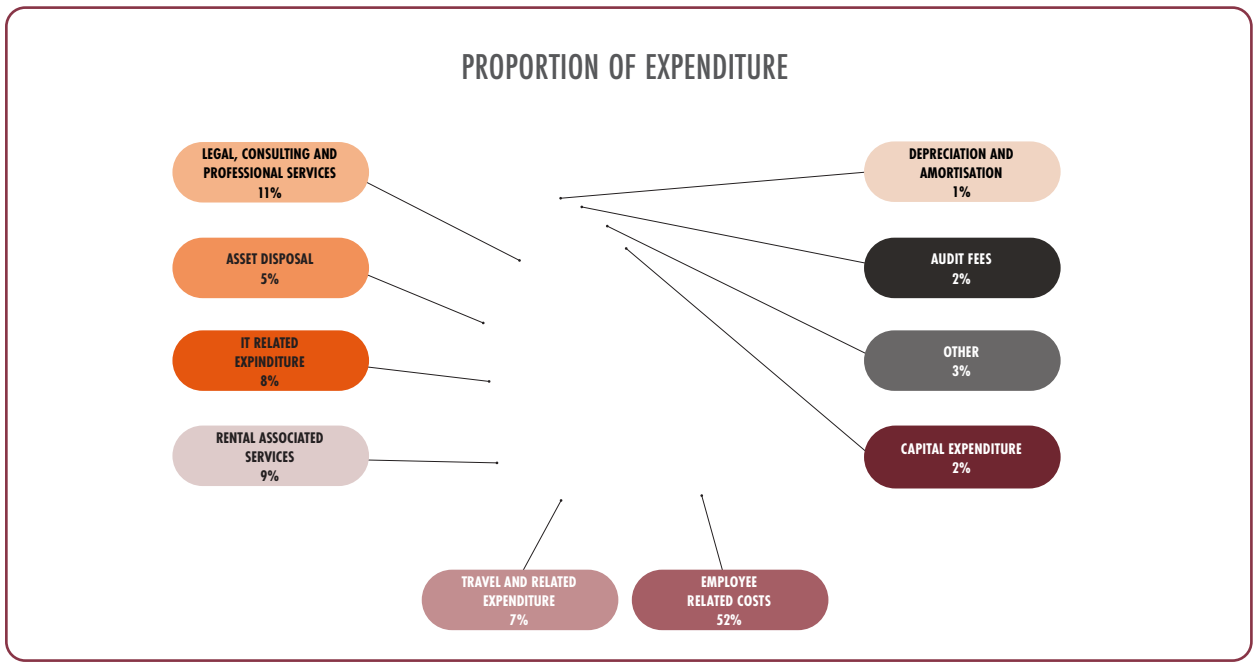


Figure 1: Key expenditure items

"Furthermore, the 2026/27 APP reflects a strategic shift from activity-based reporting to impact-based deliverables. This transition will enable the NCC to better demonstrate the value and effectiveness of its interventions."

REQUESTS FOR ROLLOVER OF FUNDS

The NCC received approval to retain surplus funds amounting to R7 265 272 generated during the 2024/25 financial year. These retained funds were used to supplement the budget for the 2025/26 financial year.

The NCC will apply to the National Treasury (NT) for approval to retain any surplus funds generated during the 2025/26 financial year. Subject to approval, these funds will be used to meet existing commitments and supplement the budget for the 2026/27 financial year.

SUPPLY CHAIN MANAGEMENT

The NCC has an efficient Supply Chain Management (SCM) function located within the office of the Chief Financial Officer (CFO). Key procurement processes were finalised during the financial year. The NCC did not incur any irregular expenditure arising from non-compliance with SCM prescripts.

AUDIT REPORT MATTERS IN THE PREVIOUS YEAR AND HOW THEY WERE ADDRESSED

There were no significant unresolved audit matters in the 2025/26 or preceding financial years. The NCC attained an unqualified audit opinion with no material adjustments.

EVENTS AFTER THE REPORTING DATE

The NCC does not have any material subsequent events that have not been disclosed.

ECONOMIC VIABILITY

Despite financial challenges, the NCC will continue to deliver on its mandate in the 2026/27 financial year within the resources allocated by the National Treasury.

ACKNOWLEDGEMENTS AND APPRECIATION

I appreciate the commitment and dedication of the NCC executive, management, and staff. Their efforts contributed to the achievement of targets and the delivery of services to NCC stakeholders and, more importantly, consumers.

I also acknowledge the Audit and Risk Committee (ARC) for its valuable contribution and commitment to governance within the organisation. The work of the NCC is complemented by collaboration with partners, particularly national, provincial, and municipal authorities, other regulators, law enforcement agencies, and sector ombuds. I thank these partners for their continued support.

Finally, I extend my appreciation to Minister Parks Tau, MP, Deputy Minister Zuko Godlimpi, MP, Director-General Simphiwe Hamilton, and Deputy Director-General Dr Evelyn Masotja for their strategic guidance and support during the financial year.

Mr Hardin Ratshisusu

Acting Commissioner
Date: 31 August 2026

6. STATEMENT OF **RESPONSIBILITY**

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

- All information and amounts disclosed in the annual report are consistent with the annual financial statements.
- The annual report is complete, accurate, and free from any omissions.
- The annual report has been prepared in accordance with the National Treasury guidelines for annual reports.
- The annual financial statements (Part F) have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) applicable to the public entity.
- The Accounting Authority (AA) is responsible for the preparation of the annual financial statements and for the judgements made on this information.
- The AA is responsible for establishing and implementing a system of internal control that has been 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 my opinion, the annual report fairly reflects the operations, performance information, human resources information, and financial affairs of the public entity for the financial year ended 31 March 2026.

Yours faithfully

Mr Hardin Ratshisusu

Acting Commissioner

Date: 31 August 2026

7. STRATEGIC **OVERVIEW**

7.1. VISION

A marketplace for consumer goods and services that benefits consumers and contributes to economic growth, industrialisation and sustainability.

7.2. MISSION

To curb unfair business practices for a fair, safe and sustainable marketplace for consumer goods and services.

7.3. VALUES

The following values inform everything that the NCC does:

Fairness: We are committed to just treatment of all parties and unbiased decision-making.

Integrity: We are committed to honest, professional, and ethical conduct.

Good Corporate Governance: We strive to always maintain good corporate governance.

8. LEGISLATIVE **AND OTHER MANDATES**

The NCC is a Schedule 3A public entity in terms of the Public Finance Management Act (PFMA) (No.1 of 1999) and was established in terms of section 85 of the Consumer Protection Act (CPA) (No. 68 of 2008). The CPA aims to promote and advance the social and economic welfare of consumers by:

- establishing a legal framework for the achievement of a fair, accessible, responsible, and sustainable market;
- reducing any disadvantages experienced in accessing the supply of goods and services by low-income, low-literacy, rural, and vulnerable consumers;
- promoting fair business practices;
- protecting consumers from unfair and deceptive conduct;
- improving consumer awareness; and
- providing for an accessible, efficient, and effective system of redress.

The main functions of the NCC are to:

- improve consumer protection through education and awareness interventions;
- improve compliance with the CPA through business guidance interventions;
- receive complaints concerning alleged prohibited conduct and deal with them as prescribed by the provisions of the CPA;
- monitor the consumer goods and services market to prevent, detect, and prosecute contraventions;
- conduct investigations into allegations that suppliers are engaged in prohibited conduct;
- issue and enforce compliance notices;
- negotiate and conclude undertakings and consent orders; and
- refer matters to and appear before the NCT.

The NCC is responsible for enforcing the CPA and investigating consumer complaints. Where an investigation reveals that the CPA has been contravened, the NCC must refer the case to the NCT for adjudication. The NCT adjudicates cases referred by the NCC and has the authority to hear cases, make rulings, and impose penalties on businesses that breach consumer protection laws.

MEDIUM-TERM DEVELOPMENT PLAN 2024–2029 AND THE INDUSTRIAL POLICY 2025–2030

The NCC conducted its work in alignment with the 2024–2029 Medium-Term Development Plan (MTDP) adopted by the Seventh Administration. The MTDP is underpinned by three key priorities:

- inclusive growth and job creation;
- reducing poverty and addressing the high cost of living; and
- building a capable, ethical, and developmental state.

The NCC also contributes to the Industrial Policy Action Framework 2025–2030, which is centred on decarbonisation, diversification, and digitalisation to drive sustainable economic growth, enhance global competitiveness, and promote inclusive development.

In support of both the MTDP and the Industrial Policy Framework, the NCC focused on the following priority areas:

- unsafe and expired food products;
- second-hand automotive industry;
- unfair and unreasonable pricing of goods and services;
- unfair and unreasonable terms and conditions;
- non-compliant Clothing, Textile, Footwear and Leather (CTFL) products;
- market monitoring of low-quality and substandard locally produced and imported goods;
- false or misleading claims on product labelling;
- scams and Ponzi schemes; and
- e-commerce and digital consumer protection.

To effectively contribute to the objectives of the MTDP, the Industrial Policy Framework, and its legislative mandate, the NCC conducted its work towards the attainment of the following strategic objectives:

- contribution to government's industrialisation goals;
- curbing prohibited conduct and strengthening consumer protection;
- enhancing of consumer education and advocacy; and
- ensuring efficient and effective service delivery.

8. LEGISLATIVE AND OTHER MANDATES (CONTINUED)

CONSTITUTIONAL MANDATE

Through its legislative mandate and its promotion of fair business practices, the NCC plays a significant role in upholding and preserving the principles enshrined in the Bill of Rights. Specifically, the NCC has a direct impact on the following rights contained in the Constitution of the Republic of South Africa:

SECTION 9: EQUALITY

Through remaining accessible to diverse groupings of consumers, the NCC plays a role in ensuring that parties have the right to equal protection and the benefit of the law. Additionally, through its value system, the NCC strives to respect human diversity and ensure that no form of discrimination against consumers is tolerated.

SECTION 10: HUMAN DIGNITY

The NCC ensures that prohibited conduct on the part of suppliers of goods and services, as well as any related action, does not impair human dignity.

SECTION 14: PRIVACY

The NCC ensures that the privacy of persons is protected.

SECTION 33: JUST ADMINISTRATIVE ACTION

The NCC ensures that it applies the rules of natural justice in its decisions.

SCHEDULE 4 OF THE CONSTITUTION

Part A of Schedule 4 provides that consumer protection is an area of concurrent national and provincial legislative competence. This means that both levels of government assume responsibility as far as consumer protection is concerned. Section 146(2)(b) of the Constitution provides that national legislation applies uniformly with regard to the country as a whole and prevails over provincial legislation if, amongst other things, the following conditions are met:

- The national legislation deals with a matter that cannot be regulated effectively by legislation enacted by the respective provinces individually, and
- The national legislation deals with a matter that, to be dealt with effectively, requires uniformity across the nation, and the national legislation provides that uniformity by establishing norms and standards, frameworks, and national policies.

The CPA entrenches national consumer protection policy, as well as norms and standards.

9. ORGANISATIONAL **STRUCTURE**

The executive team of the NCC is illustrated in the organisational structure below. The team is led by the Acting Commissioner, who concurrently serves as the Accounting Authority.

MR HARDIN RATSHISUSU
Acting Commissioner

VACANT
Deputy Commissioner

MR LEFU NHLAPO
Company Secretary

MS PRUDENCE MOILWA
Divisional Head: Complaints and Investigations

MR JABULANI MBEJE
Divisional Head: Enforcement and Legal Services

MS POPPY KWEYAMA
Divisional Head: Education and Advocacy

MS TEBOGO MMONWA
Chief Financial Officer

Figure 2: Executive management structure

10. DIVISIONS

10.1. COMPLAINTS AND INVESTIGATIONS

The Division ensures consumer protection and safety through the enforcement of the provisions of the CPA. It facilitates an environment that enables the resolution of disputes between consumers and suppliers in a manner that is expeditious, cost-effective, fair, and transparent.

Upon receiving complaints concerning alleged contravention of the CPA, the NCC investigates these allegations through the Division. The Division also facilitates, conducts, and monitors product recalls.

10.2. ENFORCEMENT AND LEGAL SERVICES

The Division provides legal advice to the NCC and consumers and refers matters to the NCT and other courts for adjudication. It is responsible for the processes leading to the accreditation of industry codes and advocacy groups and monitors the functioning of ombud schemes established in terms of the CPA.

The Division also contributes to the development and amendment of consumer protection legislation and practices.

10.3. EDUCATION AND ADVOCACY

The role of the Division is to promote public awareness of consumer protection matters by implementing education and awareness measures relating to the provisions of the CPA. The Division also facilitates stakeholder relationships to foster collaboration and cooperation with other regulators within and beyond the borders of the Republic of South Africa.

10.4. OFFICE OF THE COMMISSIONER

The Division oversees compliance within the NCC to ensure that financial and operational procedures comply with all relevant and applicable laws, regulations, and contractual agreements.

Through the Division, the NCC oversees compliance and risk management, as well as internal and external audits.

The Office of the Commissioner facilitates policy changes by advising the Minister on matters relating to consumer protection.

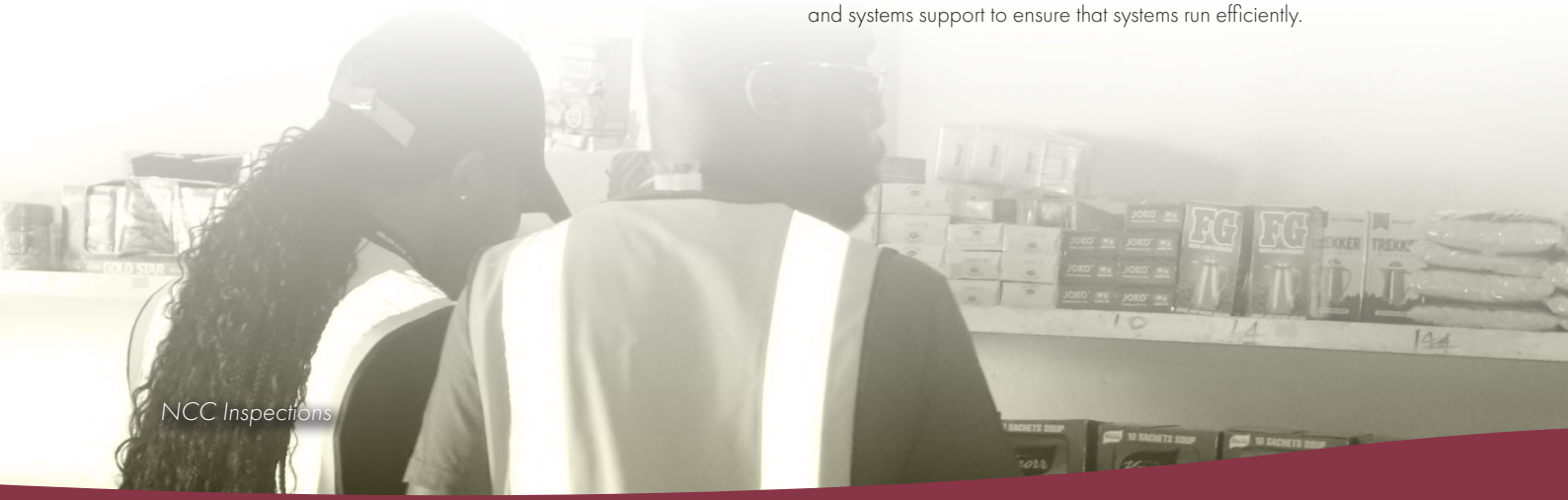
10.5. CORPORATE SERVICES

The Corporate Services Division is aligned with the strategic objectives of the NCC by providing support to all divisions to ensure compliance with the CPA and associated legislation, regulations, and procedures.

The Division implements various strategies and policies to improve service delivery within the NCC, including strengthening the organisation's capacity to manage change. Corporate Services allocates and manages resources as required to fulfil the goals and objectives of the NCC.

10.6. INFORMATION AND COMMUNICATION TECHNOLOGY

The Information and Communication (ICT) Unit is responsible for enabling the organisation's strategic goals by driving digitalisation initiatives and introducing cutting-edge technologies to improve business processes and customer experience. The Unit ensures that the NCC derives the maximum possible value from technology and manages the risks posed by technology. Some of the most important areas of responsibility for the ICT Unit are infrastructure maintenance, information technology (IT) governance, information asset security and systems support to ensure that systems run efficiently.



NCC Inspections

NCC Inspections

PART B

PERFORMANCE **INFORMATION**

1. AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The external auditor performed certain audit procedures on the performance information. The level of assurance provided may be reasonable (an opinion), or limited (a conclusion) or none (findings), as predetermined by the Auditor-General South Africa (AGSA). Assurance in the form of an audit opinion or conclusion on the usefulness and reliability of the reported performance information is included in the management report. Material findings are reported in the auditor's report.

Refer to pages 88 to 91 of the Auditors Report, published as Part F: Financial Information.

2. OVERVIEW OF PERFORMANCE

2.1. SERVICE DELIVERY ENVIRONMENT

The NCC operated in a challenging economic environment characterised by low economic growth. This reduced consumers' purchasing power and increased their financial vulnerability, making them more susceptible to unfair business practices and limiting their access to quality goods and services. In response to these conditions, the NCC placed emphasis on protecting vulnerable consumers who were adversely affected by the prevailing economic climate and were more likely to experience exploitation and consumer harm.

At the same time, the proliferation of illicit goods remained a significant concern. Substandard products exposed consumers to health and safety risks, financial losses, and diminished confidence in the marketplace, while also undermining fair competition and legitimate businesses. Through its enforcement, compliance, and consumer education initiatives, the NCC continued to prioritise the protection of vulnerable consumers from these risks.

2.2. ORGANISATIONAL ENVIRONMENT

The NCC experienced financial constraints that affected its ability to fully fulfil its legislative mandate under the Consumer Protection Act. Limited baseline funding constrained the NCC's capacity to expand consumer education and awareness programmes, undertake proactive compliance monitoring and market surveillance, conduct investigations, and strengthen enforcement activities across the country.

To mitigate this challenge, the NCC secured R 17 million in additional funding from **the dtic** to supplement its baseline allocation for the 2025/26 financial year. The additional funding enhanced the NCC's operational capacity and enabled it to invest in critical resources required for effective service delivery. A portion of the funding was utilised to procure a fleet of vehicles, which will improve the NCC's ability to conduct investigations, inspections, and enforcement activities across the country in a more efficient and cost-effective manner.

The NCC also experienced challenges relating to limited human resource capacity. The approved organisational structure provided for 182 positions, of which 70 were fully funded.

The work of the NCC is highly specialised and depends on a skilled workforce. The absence of sufficient human capital had the potential to significantly affect service delivery by delaying investigations, limiting proactive compliance monitoring, reducing enforcement capacity, and delaying the timely resolution of consumer complaints.

To mitigate this challenge, the NCC regularly reviewed its organisational structure to identify critical positions essential to delivering its mandate. When funding became available, priority vacancies were filled to strengthen organisational capacity and improve operational efficiency. This approach ensured that the NCC directed its limited resources to areas with the greatest impact on consumer protection and regulatory enforcement.

The NCC also implemented an internship programme, which proved to be an important mechanism for supporting the achievement of the NCC's mandate. Interns contributed meaningfully across various business units by providing additional capacity to support key functions. The programme assisted the NCC in executing its mandate despite resource constraints, while also contributing to skills development and providing valuable workplace experience to young graduates.

2.3. KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

During the 2025/26 financial year, there were no substantive amendments to the Consumer Protection Act that altered the statutory mandate of the NCC. However, the NCC continued to implement its mandate in support of the government's Medium-Term Development Plan (2024–2029) and the priorities of the Seventh Administration. The CPA regulations intended to establish the Opt-Out Registry and address the challenges posed to consumers by unwanted direct marketing had not yet been gazetted as at 31 March 2026.

2.4. PROGRESS TOWARDS ACHIEVEMENT OF INSTITUTIONAL IMPACTS AND OUTCOMES

The NCC had 20 performance targets in 2025/26, as set out in the APP. The NCC achieved 17 of the 20 performance targets, attaining an overall performance score of 85%. In the previous year, the NCC met 14 of the 20 targets, achieving an overall performance score of 70%.

The NCC did not achieve the following targets, as indicated in Table 1 below:

TABLE 1: PERFORMANCE TARGETS NOT ACHIEVED

PERFORMANCE INDICATORS NOT ACHIEVED	PLANNED TARGET	ACTUAL ACHIEVEMENT
Number of business education programmes targeted at companies in industrial parks conducted to ensure compliance with the CPA.	4 business education initiatives targeted at companies in industrial parks conducted.	3 business education initiatives targeted at companies in industrial parks were conducted
Percentage of direct marketers registered on the Opt-Out Registry.	25% of direct marketers registered on the Opt-Out Registry (measured from 1 January 2026).	0% of direct marketers registered on the Opt-Out Registry.
Time taken to administer and issue communication on product recalls.	Administer product recalls and issue communication thereon within 40 business days of receipt of a recall notice from suppliers.	The NCC received 98 recalls. The administration of three recalls was not finalised on time. The other three recalls which were on time by 31 March 2026 were finalised in April 2026.

2.5. KEY HIGHLIGHTS

2.5.1. REDRESS TO CONSUMERS

a) In fulfilling its mandate to protect consumer rights under the CPA, the NCC secured total consumer redress through its investigation and enforcement activities to the value of R18 361 753.42 (2024/25: R5 916 270.81) (**See Text box 3 for details**).

b) Of this amount, R11 283 504.00 (2024/25: R3 844 556.81) was secured through the resolution of 17 (2024/25: 19) matters referred for further enforcement. These outcomes demonstrate the NCC's continued commitment to ensuring justice for consumers and accountability among suppliers. The following matters contributed significantly to this amount:

i) We Buy Cars

- A settlement agreement was reached between the NCC and We Buy Cars, in terms of which the company agreed to refund a total amount of R3 419 971.83 to 31 consumers.
- The NCC referred the settlement agreement to the NCT on 3 December 2025, and, after consideration, the NCT confirmed the settlement agreement on 19 December 2025, thereby making it a consent order in terms of section 74(1) of the CPA. The settlement agreement between the NCC and We Buy Cars also included the following:
  - revision of the terms and conditions to align with the CPA;
  - a commitment to a Consumer Awareness Programme to enhance consumer education concerning the purchasing of used motor vehicles, consumers' rights and obligations, as well as the supplier's rights and obligations under the CPA; and
  - the creation of 300 job opportunities at various levels across We Buy Cars over five years, over and above the currently planned employment opportunities, to enhance customer service capacity and overall consumer experience. The total amount to be spent on these jobs is expected to be between R180 million and R195 million.

ii) Cartrack

- A settlement agreement was also reached between the NCC and Cartrack, which included the following:
  - the cancellation of 66 contracts without charging a cancellation fee;
  - the refund of a total of R5 101 225 to 82 consumers;
  - the resolution or cancellation of 19 complaints related to billing, without charging a cancellation fee;
  - the alignment of the billing model with the revised billing methodology to comply with the CPA within six months;
  - an undertaking that reward programmes would not be advertised to non-Cartrack clients; and
  - amendments to the terms and conditions to ensure alignment with the provisions of the CPA.

c) In addition to the above matters, the resolution of 530 (2024/25: 150) complaints through complaints management and investigation activities resulted in total consumer savings of R7 078 249.42 (2024/25: R2 071 714) in the form of actual refunds, credits to consumer accounts, and other remedial measures.

2.5.2. ADMINISTRATIVE FINES IMPOSED

a) Administrative fines to the value of R8 860 000 (2024/25: R2 876 500) were also imposed by the NCT on 11 suppliers following prosecutions or settlement agreements. This amount included significant penalties of R2 500 000 imposed on We Buy Cars and R5 000 000 imposed on Cartrack.

2.5.3. ILLICIT GOODS AND NON-COMPLIANT CTFL PRODUCTS

a) During the financial year, the NCC continued to strengthen its enforcement efforts to ensure compliance with the CPA and to uphold consumer rights across all sectors. A total of 169 enforcement actions were undertaken against suppliers of illicit goods, excluding imported CTFL products. This was achieved through the issuance of compliance notices, the referral of matters for further investigation or prosecution, and the conclusion of settlements with non-compliant suppliers.

b) Furthermore, 128 (2024/25: 130) cases involving suspected non-compliant CTFL goods, valued at R13 933 773.92 (2024/25: R10 829 204.25), were investigated.

c) Through collaboration with the South African Revenue Service (SARS), the NCC successfully prevented 83 consignments of non-compliant CTFL products, valued at R4 547 701.21, from entering the South African market.

2.5.4. PRODUCT RECALLS

a) During the financial year, the NCC administered a total of 98 product recalls (2024/25: 57) in terms of section 60 of the CPA, read with the product safety guidelines issued in 2011 (**See Text box 1 for details**). The guidelines are equivalent to those applicable in consumer protection contexts in other jurisdictions. They provide suppliers with detailed steps for conducting effective recalls. Accordingly, alongside the CPA, suppliers have access to the guidelines.

b) Section 60 of the CPA applies where there is a product failure (i.e., a product not performing in the intended manner or to the intended effect), a defect (i.e., a material imperfection in the manufacture of a product affecting its usefulness, practicality, or the safety of its users), or a hazard. While there is often unique, consumer-specific redress that consumers seek and obtain, there are occasions when defects in motor vehicles affect multiple manufacturers, brands, models, or relate to technology and components that are shared across Original Equipment Manufacturers (OEMs).

c) General product safety recalls may be undertaken in the following instances:

   i) the return of any goods because of a failure, defect, or hazard;

   ii) personal injury, illness, or damage to property caused wholly or partly by a product failure, defect, or hazard; and

   iii) any other indication of a failure, defect, or hazard.

d) The NCC monitored sources of information and analysed the information received with the purpose of detecting or identifying any previously undetected or unrecognised potential risk to the public from the use of or exposure to those goods. The NCC then mainly used the media to notify consumers of the nature, causes, extent, and degree of the risk pertaining to those goods and, if the goods were unsafe, to recall them for repair, replacement, or refund.

e) Most product recalls relate to motor vehicles.

2.5.5. PONZI SCHEMES

a) The NCC plays a vital role in promoting a fair, transparent, and competitive digital marketplace. With a strong focus on e-commerce, the NCC works to protect consumers from scams, deceptive advertising, and unfair practices that are increasingly prevalent in the digital economy.

b) Many scams and multiplication schemes operate online through websites and social media platforms, often serving as fronts for complex money laundering and other illicit activities that harm consumers and undermine the national economy.

c) The NCC is committed to investigating and prosecuting such schemes, ensuring that all associated networks and entities involved in unlawful operations are held accountable. Through these efforts and by enforcing the CPA, the NCC seeks to curb online fraud, strengthen financial integrity, and build public trust, thereby advancing South Africa's broader objectives of ethical business conduct and a resilient, trustworthy digital economy.

d) A preservation order to the value of R4 508 940.39, as well as a forfeiture order of more than R9 million, was secured by the NCC in collaboration with the National Prosecuting Authority (NPA) following the investigation of the following schemes:

i) Trouva

- A preservation order for R4 508 940.39 was granted by the Gauteng Division of the High Court of South Africa on 18 September 2025 against Trouva. The NCC received complaints from consumers who alleged that they had fallen victim to Trouva. The investigation revealed that Trouva operated a multiplication scheme masquerading as a platform offering business opportunities to participants. The matter was referred to the NPA's Asset Forfeiture Unit. The scheme was promoted on various social media and other online platforms, as well as at in-person events, to recruit "investors". Participants were promised high returns of between 20% and 50% on investments in furniture products, with a tiered investment system and incentives for recruiting new members.

ii) Piggy farm trading

- On 3 December 2025, the Gauteng Division of the High Court of South Africa granted a forfeiture order in favour of the National Prosecuting Authority in the Piggy Farm matter, which was investigated by the NCC and enforced by the Asset Forfeiture Unit. The order relates to properties and bank accounts found to have been used or acquired with proceeds from the investment scheme. A total of four properties, valued at over R9 million and purchased through layered bank accounts, were declared forfeited to the state. Under the scheme, consumers invested R2 750 (two thousand seven hundred and fifty rand) in a virtual pig and were guaranteed a return on their investment of R6 600 (six thousand six hundred rand). The NCC investigation revealed that the scheme was a Ponzi scheme.

2.5.6. HIGH-IMPACT INVESTIGATIONS IN PROGRESS AT YEAR-END

a) The following high-impact investigations were initiated by the NCC during the financial year:

i) Pepkor Trading (Pty) Ltd t/a "Fone Yam"

- The NCC initiated an investigation into allegations that the supplier offered consumers cell phone contracts containing unfair and unreasonable terms and conditions. The NCC alleges that consumers were charged contract prices that were significantly higher than the actual value of the handsets supplied, potentially placing consumers at a financial disadvantage and raising concerns about compliance with the CPA.

ii) Massmart/Builders Warehouse

- The investigation concerns the sale of a chemical solution alleged to present a serious safety risk, including the possibility of an explosion. The investigation focuses on whether the product complies with consumer product safety requirements and whether consumers were exposed to unsafe goods.

iii) Massmart and RS Imports

- The investigation concerns allegations involving the sale of illegal pesticides and electric kettles that allegedly do not comply with compulsory specifications. The matter concerns consumer safety and possible non-compliance with legislation governing regulated consumer products.

iv) Shein and Temu

- The investigation concerns several aspects of these online retailers' business practices, including pricing, marketing, labelling, product quality, returns, warranties, and related consumer rights. The investigation aims to determine whether consumers are adequately protected when purchasing goods through these e-commerce platforms. The NCC continues to assess the suppliers' compliance with the CPA, particularly regarding transparency, product information, and consumer redress mechanisms.

v) Sanitary wear investigations

- The NCC initiated investigations into nine suppliers of sanitary wear. The investigations stemmed from concerns raised following the publication of a study conducted by the University of the Free State on the possible harm to women and girls arising from exposure to endocrine-disrupting chemicals in sanitary wear. The study reported that repeated dermal contact raised concerns about potential adverse health outcomes, such as hormonal imbalance, reproductive toxicity, and cancer. The following suppliers were identified for investigation:
    - Kimberly-Clark of SA (Pty) Ltd (Kotex);
    - Procter and Gamble (Pty) Ltd (Always);
    - Anna Organics;
    - The Lion Match Company (Pty) Ltd, trading as Comfitex;
    - Here We Flo, trading as Flo;
    - Johnson & Johnson (Pty) Ltd, trading as Stay Free;
    - Premier Group of Companies, trading as Lil-lets;
    - Essity Hygiene and Health AB, trading as Libresse South Africa; and
    - My Time.
- Preliminary investigations revealed that My Time and Here We Flo may no longer be supplying in South Africa. Furthermore, the Department of Health, as well as other regulatory authorities, issued a statement dispelling the notion of a causal link between exposure to endocrine-disrupting chemicals and adverse health outcomes.

2.5.7. HIGH-IMPACT INVESTIGATIONS COMPLETED

a) The following are some of the high-impact investigations conducted by the NCC during the financial year:

i) FlySafair

- The NCC investigated allegations that FlySafair systematically overbooked and oversold flights, resulting in consumers paying for seats that were unavailable. The NCC found evidence suggesting possible contraventions relating to overselling of services, unfair contract terms, inadequate disclosure, misleading representations, unconscionable conduct, and failure to provide services as agreed under the CPA.
- The NCC has referred the matter to the NCT for adjudication. The NCC is seeking an order declaring the conduct prohibited and imposing an administrative penalty in terms of the CPA.

ii) Tracker

- The NCC investigated allegations relating to consumers' right to choose, fair and responsible marketing, and the use of unfair, unreasonable, or unjust contract terms. The investigation sought to determine whether Tracker's business practices complied with consumer protection requirements contained in the CPA.
- The NCC will refer the Tracker matter to the NCT for prosecution in the 2026/27 financial year.

iii) Dolcelume (Pty) Ltd

- The investigation concerns allegations that the supplier defaced and altered product labels, including changing expiry or date markings and committing other related contraventions. Such conduct may mislead consumers regarding the safety, quality, and shelf life of products and undermine consumers' right to receive accurate product information.
- Based on the evidence collected, the matter has been referred to the NCT for further enforcement action in line with the NCC's mandate to enforce compliance with the CPA.

iv) Tribeca

- The NCC investigated allegations that the restaurant added a 10% service charge to consumers' bills without giving consumers the opportunity to make an informed choice. The investigation focused on whether this practice complied with the CPA's provisions on fair pricing and transparent disclosure.
- The investigation has been completed, and the matter has been referred to the NCT for further enforcement action following the NCC's findings.

2.5.8. COMPLAINTS MANAGEMENT

a) A total of 5 548 complaints were lodged through the eService Portal. When complaints are received, they are pre-assessed to ascertain their completeness and whether they fall within the NCC's jurisdiction.

b) Of the 5 548 complaints, 3 623 were investigated, and the balance comprised complaints that were either referred to other authorities or were incomplete. Of the 3 623 complaints investigated, 3 001 were finalised, representing an 82.8% completion rate.

c) The complaints were finalised either through a referral to the NCT or without referral. Most of the non-referred complaints were finalised through the repair or replacement of defective products, the cancellation of contracts, refunds, or other forms of consumer redress.

2.5.9. ANNUAL TRENDS ANALYSIS

a) Figure 3 below illustrates that, of the 5 548 complaints received, 3 181 (57%) were lodged by male complainants, compared with 2 333 (42%) lodged by female complainants, while 34 (1%) of complainants identified as "other".

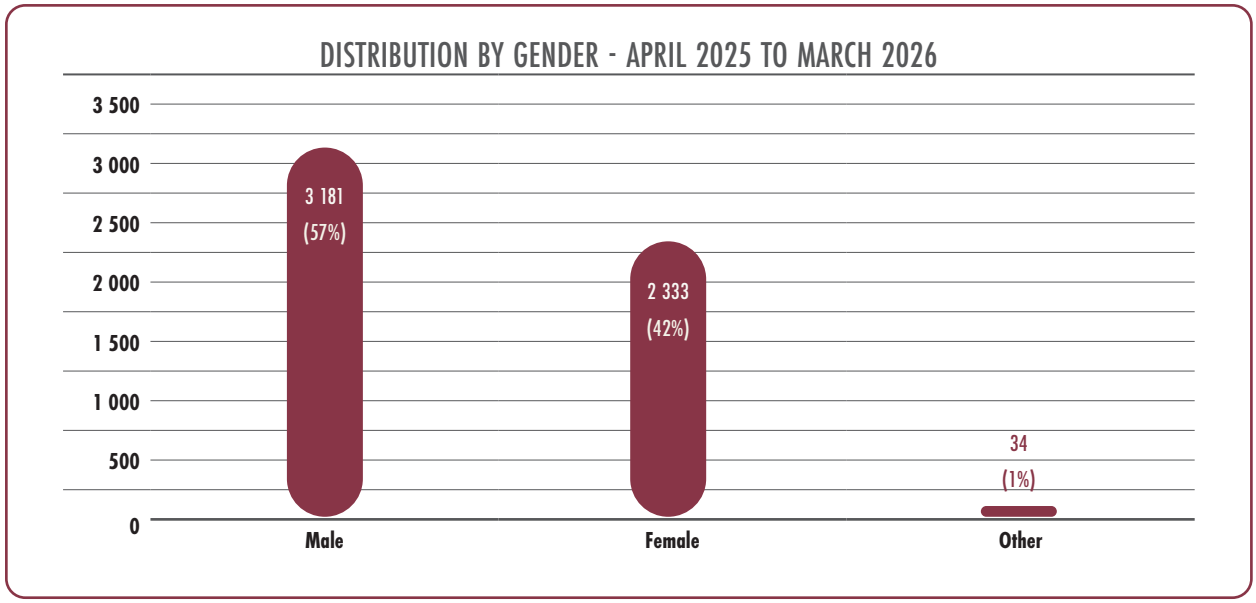


Figure 3: Distribution of complaints by gender, 2025/2026

b) The age distribution of complainants is represented in Figure 4 below. The 21–34 age group lodged 1 212 complaints (22%), the 35–44 age group lodged 1 722 complaints (31%), the 45–59 age group lodged 1 797 complaints (32%), the 60+ age group lodged 699 complaints (13%), and the unspecified age group lodged 118 complaints (2%). Most of the complaints, 63%, were concentrated in the 35–44 and 45–59 age groups.

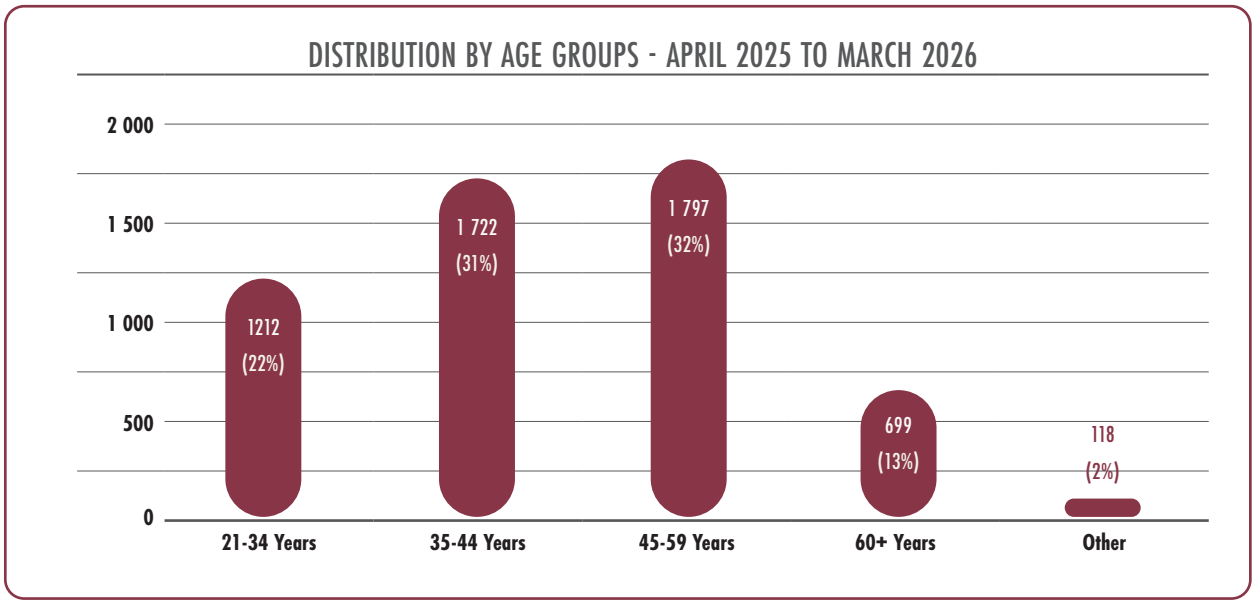


Figure 4: Distribution of complaints by age group 2025/2026

c) The categories in which complaints were lodged are represented in Figure 5 below. According to Figure 5, motor vehicles had the highest number of complaints, at 1 382 (25%) of all complaints. Payment and billing had the second-highest number of complaints, at 902 (16%). Machinery and technology ranked third, with 875 (16%) complaints. Household complaints ranked fourth, with 750 (14%) complaints.

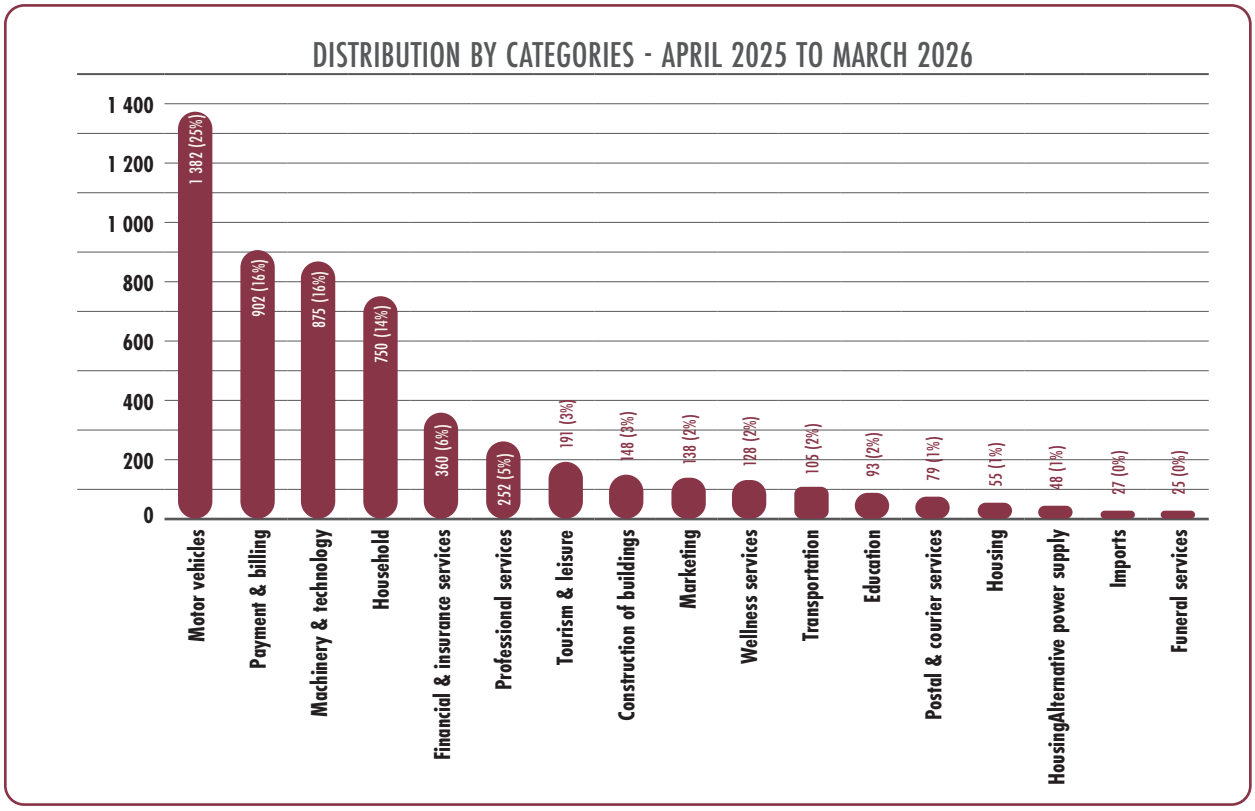


Figure 5: Distribution of complaints by categories 2025/2026

2.5.10. STAKEHOLDER ENGAGEMENTS, PARTNERSHIPS, AND INTERNATIONAL COOPERATION

a) The NCC engaged stakeholders, formed strategic partnerships, and participated in international cooperation initiatives to strengthen the effectiveness of consumer protection regulation, enhance institutional capacity, and ensure coordinated responses to emerging consumer risks. Stakeholder engagement is essential for fostering collaboration between the NCC, government departments, regulators, industry bodies, academic institutions, consumer organisations, and civil society. These collaborations promoted information sharing, alignment of regulatory interventions, consumer education, and coordinated enforcement actions, thereby improving compliance with the CPA and safeguarding consumer rights.

b) Strategic partnerships also enabled the NCC to leverage specialised expertise, technical resources, and sector-specific knowledge from institutions such as standards bodies, provincial departments, universities, and industry regulators. These partnerships supported joint inspections, market surveillance, product testing, awareness campaigns, research initiatives, and capacity-building programmes, all of which contributed to a fair, accessible, and sustainable marketplace.

c) International cooperation was necessary to align South Africa's consumer protection framework with global best practices, international standards, and emerging trends in areas such as digital markets, product safety, and cross-border trade. By participating in international forums and multilateral platforms, the NCC strengthened South Africa's voice in global policy development while gaining access to comparative insights, technical guidance, and cooperative mechanisms to address transnational consumer protection challenges. Ultimately, these are expected to enhance consumer confidence, promote fair business conduct, support economic resilience, and reinforce the NCC's mandate to protect consumers' social and economic welfare in South Africa.

2.5.10.1. GLOBAL ENGAGEMENTS

- The NCC participated in the United Nations Conference on Trade and Development (UNCTAD) Intergovernmental Group of Experts (IGE) on Consumer Protection Law and Policy. These annual sessions focus on the development of global standards, the implementation of the United Nations (UN) Guidelines for Consumer Protection, and peer reviews. The NCC participated in all three areas:
    - as co-chairperson of the Informal Working Group on Consumer Product Safety, which was responsible for the Draft Guidelines on Consumer Product Safety adopted at the United Nations Conference on Competition and Consumer Policy in July 2025;
    - as a peer reviewer in Angola's consumer protection peer review process; and
    - in the drafting of the *Issue Paper on the Effective Communication Process for Fraud Prevention*, facilitated by the United Nations Office on Drugs and Crime (UNODC). The NCC's participation strengthened South Africa's visibility and influence within the global consumer protection landscape.
- The NCC also participated in the 16th session of the United Nations Conference on Trade and Development (UNCTAD 16), held from 20 to 23 October 2025 at the Palais des Nations in Geneva. Convened under the theme "Shaping the Future: Driving Economic Transformation for Equitable, Inclusive, and Sustainable Development," the conference reaffirmed the global commitment to multilateralism and placed development firmly at the centre of international economic discourse. The NCC's participation supported its mandate to strengthen consumer protection through international cooperation, policy alignment, and the adoption of global best practices, while also enhancing South Africa's contribution to international discussions on fair, inclusive, and sustainable markets.
- On 15 December 2025, the United Nations General Assembly adopted by consensus a landmark resolution establishing the first-ever United Nations Principles for Consumer Product Safety. Sponsored by Brazil, Costa Rica, Peru, South Africa, Spain, and Sweden, the resolution responds to growing global risks posed by unsafe consumer products, particularly in the context of cross-border and online trade.
- The United Nations Principles for Consumer Product Safety provide a global framework to strengthen product safety governance, promote international cooperation, and enhance consumer protection across markets. Their endorsement at the 80th session of the General Assembly reflects broad support from both developing and developed countries for stronger, coordinated action on consumer product safety. With the adoption of the United Nations Principles for Consumer Product Safety, countries now have a uniform reference point for product safety standards from a consumer protection perspective, supporting stronger protection for consumers against unsafe goods.

2.5.10.2. CONTINENTAL ENGAGEMENT

- As part of its African continental engagement efforts, the NCC hosted a delegation from Egypt's National Food Safety Authority (NFSA), which was on a study tour of South Africa. The engagement formed part of broader efforts to strengthen cooperation between the Arab Republic of Egypt and South Africa on food safety in the context of consumer protection.
- Discussions focused on information sharing, regulatory frameworks, and opportunities for collaboration to enhance food safety standards in both countries. The visit underscored the importance of continental partnerships in addressing cross-border consumer protection challenges and promoting harmonised practices in food safety governance.

NCC hosts a delegation from Egypt's National Food Safety Authority (NFSA).

Signing of the MoU with SABS.

2.5.10.3. PARTNERSHIPS AND COLLABORATIONS

- Through initiatives such as the Guest Lecture Series and the Student Shadowing Programme, the NCC contributed meaningfully to developing the next generation of consumer protection professionals while advancing the objectives of the Memorandum of Understanding (MoU) between the NCC and the University of Pretoria (UP). Through its Legal Division, the NCC facilitated a guest lecture at UP designed to deepen students' understanding of consumer protection law, enforcement mechanisms, and regulatory practices. The interactive session allowed students to engage directly with legal practitioners, fostering a greater appreciation of how policy, law, and enforcement interact in protecting consumers.
- The NCC successfully implemented a Student Shadowing Programme, hosting 14 students from the University of Pretoria. The initiative provided participants with a comprehensive job-shadowing experience, allowing them to observe and engage with legal professionals across various functions within the NCC. The programme culminated in a moot court session held at the NCT, where students observed a real-life case and presented a simulated consumer dispute case before a panel. This exercise offered valuable hands-on insight into consumer protection law in practice and enhanced their analytical, advocacy, and presentation skills.
- On 9 April 2025, the NCC and the Public Service Sector Education and Training Authority (PSETA) entered into the Memorandum of Understanding (MoU). The purpose of this MoU is for the NCC and the PSETA to record their intention to collaborate and partner in building the skills capabilities within the NCC and to fulfil both Parties' constitutional and statutory obligations.
- On 23 September 2025, the NCC and the South African Bureau of Standards (SABS) entered into a Memorandum of Understanding (MoU). The MoU formalised a strategic partnership between the NCC and the SABS on consumer protection and conformity standards. Its purpose and objectives are to:
    - o strengthen consumer protection through collaboration in areas of shared interest;

NCC and SABS host the China Automotive Standardization Research Institute (CASRI) and the China Automotive Technology and Research Centre (CATARC).

- enable the NCC to access relevant South African and international standards through preferential subscription, licensing, and other content solutions from the SABS; and
- support testing, compliance monitoring, and regulatory enforcement of product safety and quality standards in the marketplace.

- In October 2025, a Back-to-School Campaign was implemented across all five districts of Limpopo. The campaign focused on section 13 of the CPA, which addresses consumer choice. Key activities included consumer education workshops aimed at empowering consumers with knowledge of their rights, as well as inspections to promote fair business practices. In addition, the campaign promoted compliance by school uniform suppliers, with particular emphasis on addressing recurring complaints related to exclusivity arrangements.
- The Mpumalanga Department of Economic Development and Tourism (DEDT), in partnership with the NCC, launched the 2025 Festive Campaign on 3 December 2025 in White River, Mpumalanga. The campaign aimed to promote consumer education and awareness during the festive season, a period characterised by increased consumer spending and heightened exposure to unfair business practices. Its primary focus was to encourage consumers to spend wisely and borrow responsibly, thereby reducing financial vulnerability and enhancing consumer protection.
- The NCC, the National Regulator for Compulsory Specifications (NRCS), and the SABS jointly hosted a delegation from the China Automotive Standardization Research Institute (CASRI) and the China Automotive Technology and Research Centre (CATARC) on 11 December 2025 as part of a study tour. The engagement focused on information sharing regarding compliance with applicable South African standards, compulsory specifications, and product quality requirements governing the automotive industry, as regulated by the three institutions.

2.5.10.4. STRATEGIC PARTNERSHIPS AND CAPACITY-BUILDING

- The NCC strengthened its regulatory effectiveness and the delivery of its consumer protection mandate through strategic partnerships and targeted capacity-building interventions. These initiatives were designed to enhance collaboration with key industry stakeholders and ombud schemes, improve compliance with the CPA, and promote the consistent application of consumer protection principles across regulated sectors.
- A strategic planning session was convened with the MIOSA and the CGSO. This engagement formed part of ongoing efforts to improve coordination among regulatory and dispute resolution bodies operating within the consumer protection landscape.
- The session yielded several key outcomes aimed at strengthening operational efficiency and regulatory alignment, including:
  - the development of a standardised reporting framework to ensure consistency in data collection, analysis, and reporting across institutions;
  - the establishment of enhanced data-sharing protocols to improve information flow and support evidence-based decision-making;
  - an agreement on the coordinated implementation of joint initiatives aimed at improving consumer redress and awareness activities; and
  - the finalisation of compact agreements to formalise collaboration, clarify roles, and strengthen accountability among participating entities.

- These outcomes are expected to improve inter-agency coordination, reduce duplication of efforts, and enhance the overall effectiveness of consumer protection mechanisms.
- The team also held a targeted capacity-building session with the Retail Motor Industry (RMI). The purpose of the engagement was to strengthen industry understanding of and compliance with key provisions of the CPA.
- The session focused on critical compliance areas, including:
  - pre-authorisation requirements for repairs and services;
  - disclosure obligations, ensuring that consumers receive clear, accurate, and transparent information before entering into transactions; and
  - service standards, with an emphasis on fair treatment, accountability, and quality assurance in service delivery.

- The engagement provided industry stakeholders with practical guidance on regulatory expectations and reinforced the importance of aligning business practices with consumer protection principles.
- The strategic partnerships and capacity-building initiatives demonstrate the NCC's commitment to strengthening collaboration with regulatory partners and improving compliance across key sectors. The engagements with MIOSA, CGSO, and the RMI have contributed to enhanced coordination, improved data governance frameworks, and strengthened industry awareness of consumer protection obligations. These interventions also supported the broader objective of promoting a fair, transparent, and compliant marketplace that prioritises consumer rights while fostering responsible business conduct.

2.5.10.5. INTERNAL STAKEHOLDER ENGAGEMENT NATIONAL WOMEN'S DAY

- National Women's Day, observed annually on 9 August, marks a pivotal moment in South Africa's history, commemorating the 1956 Women's March to the Union Buildings in protest against unjust pass laws. Beyond its historical significance, the day continues to serve as a platform for reflection, empowerment, and awareness of the ongoing journey toward gender equality. In alignment with the 2025 national theme, "Building Resilient Economies for All," the NCC celebrated National Women's Day on 28 August 2025. The event aimed to recognise and celebrate the contributions of women employees within the NCC while fostering employee engagement, health and wellness, and professional development.

- The event saw active participation from women employees across all NCC departments. The sessions encouraged open dialogue, reflection, and peer learning. Employees expressed appreciation for the opportunity to engage in discussions that addressed both professional growth and personal well-being. Interactive activities and wellness-focused exercises further strengthened team spirit and reinforced the importance of collective empowerment.

2.5.10.6. NOVEMBER CAMPAIGN

- In November 2025, the NCC hosted a men's event in support of the Movember Campaign, a global initiative dedicated to raising awareness of men's health issues, including prostate cancer, testicular cancer, mental health, and suicide prevention.
- The initiative created an opportunity to spotlight men's health within the workplace, promote preventive healthcare, and encourage open dialogue. It also aimed to cultivate a culture of empathy, understanding, and mutual support among employees, reinforcing the NCC's commitment to holistic employee wellness.

2.5.10.7. CONSUMER PROTECTION FORUM

a) The Consumer Protection Forum (CPF) serves as an important strategic platform for stakeholder engagement and coordination on consumer protection matters. The Forum brings together key stakeholders, including government departments, regulatory authorities, industry representatives, consumer advocacy organisations, and other relevant institutions, to strengthen collaboration in advancing consumer rights and promoting fair business practices.

b) During the 2025/26 financial year, the CPF provided a structured platform for the exchange of information on emerging consumer risks, unfair business practices, product safety concerns, and regulatory developments. Through various engagements, stakeholders were able to share best practices, identify common challenges, and develop coordinated responses aimed at enhancing consumer protection interventions across sectors.

c) The CPF further supported the implementation of consumer education and awareness initiatives through joint outreach programmes and collaborative campaigns designed to empower consumers with knowledge of their rights and responsibilities under the CPA. In addition, the CPF contributed to improved regulatory coordination by facilitating collaboration on compliance monitoring, investigations, enforcement activities, and market surveillance initiatives.

d) The continued functioning of the CPF strengthened institutional cooperation among stakeholders and enhanced the NCC's ability to respond effectively to consumer-related challenges, particularly those affecting vulnerable consumers and communities. Through this collaborative approach, the Forum remains a critical mechanism for promoting a fair, transparent, and consumer-centred marketplace.

2.5.10.8. NCC G20 WEBINAR

a) On 13 November 2025, the NCC hosted a G20 webinar on developments in consumer protection, with a focus on product safety and digital markets. The webinar formed part of the NCC's international engagement and knowledge-sharing efforts, bringing together G20 regulators, international organisations, industry representatives, legal experts, and NCC officials.

b) The webinar featured two panel discussions with presentations and contributions from a variety of institutions, reflecting a cross-jurisdictional and multi-stakeholder approach.

c) Participating institutions included the NCC, the European Consumer Centre Network (ECC-Net), **the dtic**, the Consumers International (CI), the United Nations Conference on Trade and

Strategic planning session with the ombud schemes

Development (UNCTAD), the Common Market for Eastern and Southern Africa (COMESA), the CGSO, Proudly South African (PSA), and the Localisation Support Fund (LSF).

d) The opening address was delivered by the Deputy Minister of Trade, Industry and Competition, Mr Zuko Godlimpi, MP. The address framed the webinar within the broader South African and G20 agenda to strengthen consumer protection and competition regulation in the context of rapid digitalisation and expanding global trade. It further highlighted the limitations of traditional regulatory approaches and underscored the need for adaptive, technology-neutral frameworks that balance innovation with consumer welfare.

e) A strong focus was placed on the cross-border nature of digital markets, where unsafe products and misleading advertising can spread rapidly across borders. This reality reinforces the importance of international cooperation, harmonised standards, and alignment with global frameworks such as emerging UN product safety guidelines. The address emphasised shared responsibility among governments, regulators, businesses, consumers, and civil society. Effective consumer protection depends on modernised regulation, responsible business conduct, informed and empowered consumers, and active civil society engagement. Ultimately, the webinar was positioned as a platform to drive collaboration, knowledge-sharing, and practical solutions that strengthen consumer trust and economic resilience.

2.5.10.9. WORLD CONSUMER RIGHTS DAY CELEBRATIONS – LIMPOPO

a) The NCC, in partnership with the Limpopo Department of Economic Development, Environment and Tourism (LEDET) and the University of Limpopo (UL), successfully commemorated World Consumer Rights Day (WCRD) 2026 on 13 March 2026 at the University of Limpopo in Polokwane. The event was held on this date because 15 March 2026 fell on a non-working day.

b) Held under the theme "**Turning the Tide Against Unfair Business Practices**," the commemoration formed part of the NCC's broader consumer awareness, advocacy, and stakeholder engagement programme aimed at strengthening consumer protection and promoting compliance within the marketplace. The initiative contributed to increased public awareness of consumer rights and responsibilities, enhanced regulatory visibility, and strengthened collaboration among key stakeholders within the consumer protection ecosystem.

c) In the lead-up to the main event, the NCC implemented a series of consumer education and awareness interventions from 9 to 11 March 2026 across Polokwane. These activities were undertaken alongside investigative and enforcement operations, thereby integrating advocacy with regulatory action. The interventions focused on educating consumers about their rights in terms of the Consumer Protection Act, complaint referral mechanisms, and recourse available in cases of unfair business practices. This integrated approach contributed to improved consumer awareness and reinforced the NCC's enforcement presence within the province.

d) On 12 March 2026, the NCC hosted a student symposium at the University of Limpopo, targeting young consumers and future professionals. The symposium provided a platform to engage students about consumer protection legislation, market conduct, and the role of regulators in safeguarding consumer welfare. The engagement contributed to improved awareness among youth and strengthened institutional collaboration with academic partners in advancing consumer education initiatives.

NCC and SABS MoU signing ceremony

e) The main commemoration event on 13 March 2026 brought together representatives from government, regulatory institutions, academia, industry stakeholders, and civil society. Deputy Minister Zuko Godlimpi delivered the keynote address and reaffirmed the government's commitment to protecting consumers and addressing unfair business practices. The MEC for Economic Development, Environment and Tourism in Limpopo, Mr Tshitereke Matibe, provided an overview of the consumer protection landscape in South Africa and highlighted ongoing efforts to strengthen consumer rights at both national and provincial levels.

f) The commemoration further served as a strategic platform for stakeholder coordination and partnership-building, contributing to stronger collaboration between national and provincial institutions, academia, and other key stakeholders. These efforts strengthened the NCC's ability to deliver coordinated consumer protection interventions and improved alignment in awareness, compliance, and enforcement efforts.

g) Overall, the 2026 World Consumer Rights Day celebrations in Limpopo contributed to the achievement of the NCC's strategic objectives relating to consumer education, public awareness, stakeholder engagement, and regulatory visibility, while reinforcing consumer confidence and promoting a fair, transparent, and consumer-centred marketplace.

2.5.10.10. CONSUMER AND BUSINESS EDUCATION AND AWARENESS

a) Consumer and business education and awareness initiatives focus on equipping individuals with the knowledge, skills, and critical understanding needed to make informed decisions in both personal consumption and business environments. These initiatives bridge the gap between consumers who purchase goods and services and businesses that produce and supply them by promoting transparency, ethical practices, and responsible economic participation.

b) In a rapidly evolving global marketplace characterised by complex financial products, digital transactions, advertising influence, and increasing competition, consumers must evaluate choices critically, understand their rights and responsibilities, and protect themselves from unfair or misleading practices. At the same time, businesses benefit from understanding consumer behaviour, legal frameworks, ethical standards, and effective communication strategies that build trust and long-term sustainability.

c) Ultimately, consumer and business education and awareness initiatives empower consumers and businesses to participate confidently and responsibly in economic activities, while encouraging fair, ethical, and efficient business practices that contribute to overall economic development.

2.5.10.11. CONSUMER EDUCATION

a) During the 2025/26 financial year, significant progress was made in advancing consumer education and awareness across South Africa. These initiatives aimed to empower consumers with the knowledge and skills to make informed financial decisions, understand their rights and responsibilities, and promote responsible consumer behaviour. The activities were implemented nationwide, with a strong focus on inclusivity and strategic collaboration with key stakeholders.

b) A total of 31 consumer education and awareness initiatives were conducted during the reporting period (**See Text box 2 for details**). These initiatives were implemented across all nine provinces, reaching various districts and metropolitan municipalities. The programmes were deliberately designed to ensure broad geographic coverage and inclusive participation, with particular emphasis on reaching vulnerable and underserved groups, including persons with disabilities, youth, women, children, and rural communities.

c) In addition to standalone outreach programmes, the NCC strengthened its collaborative efforts by conducting 52 joint initiatives in partnership with regulatory bodies sharing concurrent jurisdiction. These joint initiatives enhanced coordination, reduced duplication of efforts, and improved the overall impact of consumer protection messaging. They also enabled more efficient use of resources while broadening institutional reach and the alignment of enforcement activities across the consumer protection landscape.

d) A key highlight was the Mpumalanga Festive Season Campaign, implemented in collaboration with Mpumalanga Consumer Affairs. The campaign focused on promoting responsible consumer behaviour during high-spending periods, under the themes "*Spend Wisely, Live Securely*" and "*Your Money, Your Future*". This initiative played a critical role in raising awareness of financial discipline, avoiding over-indebtedness, and encouraging informed purchasing decisions during the festive season.

e) The NCC achieved notable progress in expanding the reach and impact of its consumer education mandate through improved communication platforms and strengthened partnerships. A significant milestone during the period was the NCC's first participation in the Money Smart Week Campaign. This marked an important step in advancing national financial literacy efforts and deepening inter-regulatory cooperation. The participation strengthened alignment with broader financial education objectives and enhanced public awareness of money management principles.

f) Consumer engagement was further strengthened through the expansion of communication channels and the implementation of targeted thematic messaging. These efforts contributed to:

   i. increased visibility of the Commission;

   ii. enhanced credibility and public trust;

   iii. improved accessibility of consumer education content; and

   iv. greater responsiveness to diverse consumer needs.

g) The use of tailored messaging ensured that information was relevant, understandable, and accessible to different audience segments across the country. The 2025/26 financial year reflected strong progress in consumer education and awareness initiatives, with extensive national coverage, meaningful stakeholder collaboration, and improved engagement strategies. The combination of 31 direct outreach initiatives, 52 joint regulatory initiatives, and participation in national campaigns such as Money Smart Week demonstrates a strengthened commitment to empowering consumers and promoting responsible economic participation.

2.5.10.12. BUSINESS EDUCATION

a) The NCC implements business education initiatives as a key component of its broader consumer protection mandate. These initiatives aim to promote compliance, ethical conduct, and responsible trading practices within the marketplace. They are designed to educate businesses, particularly suppliers, service providers, and small enterprises, about their obligations in terms of consumer protection legislation, fair marketing practices, and effective dispute resolution mechanisms.

b) In an increasingly complex and competitive economic environment, businesses are expected to operate within a regulatory framework that safeguards consumer rights while supporting sustainable economic growth. The NCC's business education efforts therefore focus on strengthening understanding of legal requirements, reducing unintentional non-compliance, and fostering a culture of accountability, transparency, and fairness in business operations.

c) Through targeted workshops, stakeholder engagements, awareness campaigns, and collaborative programmes with regulatory partners, the NCC equips businesses with practical knowledge on issues such as product quality standards, contractual fairness, warranty obligations, pricing transparency, and complaint handling procedures. The NCC's business education initiatives serve to bridge the gap between regulatory expectations and business practices, ensuring that enterprises are better informed, more compliant, and better able to contribute to a fair, efficient, and consumer-friendly marketplace. These interventions are particularly important for small, medium, and micro enterprises (SMMEs), which may have limited access to regulatory guidance and compliance support.

d) The NCC conducted 30 targeted workshops and exhibitions for SMMEs across various provinces. The workshops focused on promoting compliance with Section 55 (consumer's right to safe, good quality goods) and Section 56(2) (consumer's right to redress) of the CPA (**See Text box 2 for details**).

e) The NCC participated in the Spaza Shop and Informal Economy Trade Fair Indaba 2025 in Soweto, in collaboration with the CGSO, the National Empowerment Fund (NEF), the Small Enterprise Development and Finance Agency (SEFDA) and the SABS. The initiative focused on CPA compliance, fair trading practices, and consumer rights awareness.

f) The NCC also participated in national forums and summits, including the National Local Economic Development (NLED) Forum, Global Entrepreneurship Week, and the DEVAC Special Economic Zones Summit, thereby strengthening alignment between consumer protection and economic development frameworks.

University of Pretoria student jobshadowing programme

Figure 6: Summary of performance

3. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

3.1. PROGRAMME 1: CONTRIBUTION TO GOVERNMENT'S INDUSTRIALISATION GOALS

This programme seeks to reduce the availability of non-compliant and substandard goods and foodstuffs and to inculcate a culture of compliance with the CPA.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS, AND ACTUAL ACHIEVEMENTS

During the 2025/26 financial year, the NCC demonstrated strong performance across this programme. The NCC achieved 100% enforcement action against suppliers involved in the distribution of illicit goods, expired products, and illegal imports, completing all 169 identified enforcement actions. This achievement reflects the NCC's continued commitment to protecting consumers, promoting compliance within the marketplace, and safeguarding public health and safety.

In support of the Government's industrialisation goals, the NCC finalised all 128 CTFL matters within the targeted timeframe of 40 business days, ensuring only compliant goods entered the country. This achievement not only highlighted improved operational efficiency and the NCC's dedication to ensuring the timely resolution of matters affecting stakeholders, but also demonstrated the NCC's commitment to protecting the economy.

The NCC also advanced its commitment to inclusive economic participation and transformation through preferential procurement initiatives to remedy the injustices of the past. The NCC committed to ensuring that 60% of its preferential procurement being from designated groups. During the reporting period, 83% of procurement from SMMEs was directed to designated groups. This contributed to the empowerment of small businesses and supported broader economic development objectives.

To ensure that businesses were aware of their obligations and to improve compliance, three business education initiatives targeting companies operating within industrial parks were conducted during the year under review, against a target of four. These initiatives provided businesses with guidance on consumer protection requirements, regulatory compliance obligations, and responsible business practices.

Furthermore, the NCC continued to invest in skills development and youth empowerment through its internship programme. As at 31 March 2026, the NCC had 22 interns placed, while the CGSO had four interns. These placements provided valuable workplace experience and professional development opportunities for graduates, contributing to improved employability and capacity-building within the sector.

Overall, the performance recorded during the 2025/26 financial year demonstrated the NCC's commitment to regulatory excellence, consumer protection, economic transformation, stakeholder development, and the advancement of youth employment initiatives.

TABLE 2: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 1

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	Finalised enforcement action that leads to a decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	Enforcement action against suppliers of illicit goods, expired goods and illegal imports.	N/A	N/A	100% enforcement action against suppliers of illicit goods, expired goods and illegal imports.	**Achieved** 100% (169 out of 169) enforcement action against suppliers of illicit goods, expired goods and illegal imports.	N/A	N/A
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	Finalised CTFL matters that lead to a decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	Time taken to finalise CTFL matters to ensure non-compliant CTFL is destroyed or exported to the country of origin and compliant CTFL is released to market.	N/A	**Not Achieved** 124 out of 130 CTFL matters were finalised within 20 business days.	Finalised CTFL matters within 40 business days.	**Achieved** 128 out of 128 Finalised CTFL matters within 40 business days.	N/A	N/A
Strengthen the domestic economy and increase local and global market competitiveness through increased local procurement spend.	Procurement from SMMEs in designated groups.	Percentage of preferential procurement from SMMEs in designated groups.	N/A	**Achieved** 100% of preferential procurement from SMMEs in designated groups.	60% of preferential procurement from SMMEs in designated groups.	**Achieved** 83% (25 out of 30)[1] of preferential procurement from SMMEs in designated groups.	The target was exceeded by 23 percentage points.	This resulted from targeted procurement from designated groups.
Competitive and compliant industrial parks for development of local industries.	Suppliers in industrial parks compliant with the CPA.	Number of business education programmes targeted at companies in industrial parks conducted to ensure compliance with the CPA.	N/A	**Not Achieved** 2 business education initiatives targeted at companies in industrial parks conducted.	4 business education initiatives targeted at companies in industrial parks conducted.	**Not Achieved** 3 business education initiatives targeted at companies in industrial parks were conducted	One business education initiative targeted at companies in industrial parks was not conducted.	There were challenges in securing engagement opportunities with SMMEs operating within the industrial parks despite attempts to do so.
Increasing skills and work experience for the economy.	Work experience provided.	Number of interns placed by the NCC, accredited ombud schemes namely, MIOSA and CGSO, and other partners.	N/A	**Not Achieved** 14 interns were employed by the NCC and accredited ombud schemes namely, MIOSA and CGSO	20 interns placed by the NCC, accredited ombud schemes namely, MIOSA and CGSO, and other partners.	**Achieved** 22 interns were placed by the NCC as at 31 March 2026. 4 Interns were placed by CGSO as at 31 March 2026. [2]	The target was exceeded by 6 interns.	The NCC collaborates with other entities on this area. Some of the interns hosted were provided by other partners.

1 The consolidated quarterly performance report indicated that 22 out of 26 transactions from SMMEs were with entities from designated groups. However, a detailed review of the transactions confirmed that 25 out of 30 transactions from SMMEs were with entities from designated groups. The correction has accordingly been effected for annual reporting purposes.

2 As per the fourth quarter report, the number of interns appointed by CGSO was reported as six. The correct number of interns has been confirmed to be four.

SUMMARY OF ENFORCEMENT ACTION TAKEN ON IMPORTED CTFL GOODS

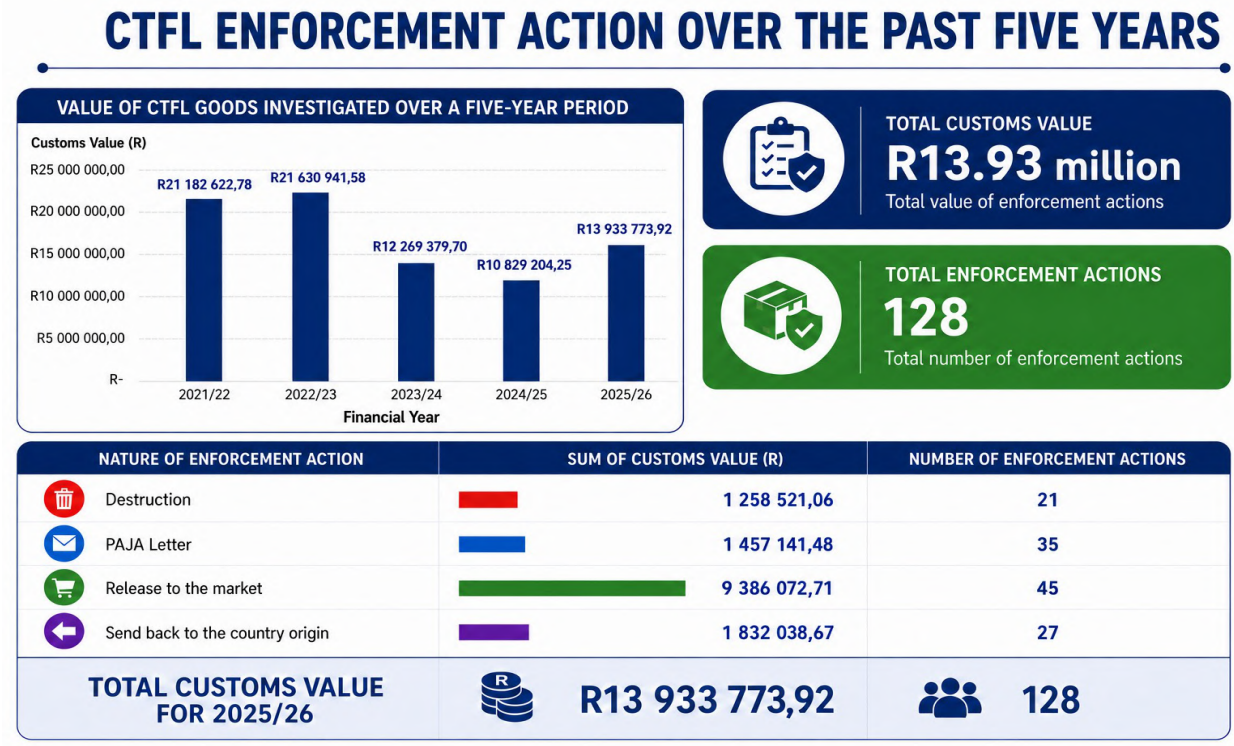


Figure 7: CTFL enforcement action over the past five years

3.2. PROGRAMME 2: CURBING PROHIBITED CONDUCT

This programme exists to protect vulnerable consumers from deceptive and fraudulent practices, promoting fair market practices and enhancing financial security for low-income households. In doing so, it contributes to a more equitable economic environment, improving living standards and reducing their financial burden.

On 17 June 2025, the Minister re-tabled the NCC's revised Annual Performance Plan (APP). The target below, as previously included in the APP, was amended from measuring the availability of the Opt-Out Registry system to measuring the registration of direct marketers on the system. The change was necessitated by inconsistencies identified between the output and the target. Specifically, the target related to the availability of the system, whereas the output focused on the registration of direct marketers.

TABLE 3: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 2 (BEFORE APP REVISION)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS	REASONS FOR REVISIONS TO THE OUTPUTS / OUTPUT INDICATORS / ANNUAL TARGETS
Operationalised Opt-Out Register system	Register direct marketers registered on the opt-out system.	Percentage of availability of the Opt-Out Register to both direct markers and consumers.	New target.	New target.	95% availability of the Opt-Out Register to both direct markers and consumers.	No registration of direct marketers had taken place.	The opt out register was not available when the APP was re-tabled on the 17th of June 2025.	Opt-Out regulations had not yet been approved.	The target was changed from just availability of the system to actual registration of direct marketers.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS, AND ACTUAL ACHIEVEMENT

During the 2025/26 financial year, significant progress was made in strengthening consumer protection and market conduct oversight through targeted investigations and improved complaint resolution processes. All 16 approved investigations relating to Ponzi schemes, artificial intelligence and fake reviews on digital platforms for goods and services, and other fraudulent activities were successfully finalised within the prescribed timeframe of 60 business days. This achievement demonstrates the NCC's commitment to addressing deceptive practices causing consumer harm in a timely and effective manner.

Performance in relation to high-impact investigations was also positive, with 22 initiated during the reporting period and nine successfully finalised, some of which had been initiated in the 2024/25 financial year.

The NCC also finalised six investigations into energy-related matters, which were completed within the targeted period of six months, while the remaining 21 investigations that were still underway as at 31 March 2026 remained within the six-month timeframe. This reflects the NCC's ability to provide redress timeously.

In the area of complaints management, which is also core to the mandate, the NCC finalised 3 001 of 3 623 complaints in priority areas, achieving a finalisation rate of 82.8%. This outcome reflects sustained efforts to improve responsiveness and provide timely resolution of consumer complaints, despite increasing caseloads and operational demands.

However, certain performance targets were not fully achieved during the year. The target relating to the registration of direct marketers on the Opt-Out Registry was not met, as 25% of direct marketers could not be registered. In addition, while 98 product recalls were received during the reporting period, only 92 were finalised within the targeted 40 business days, while three were not. The three delayed recalls were mainly attributable to the complexity of some recall processes and the need for additional stakeholder engagement and verification before finalisation. The three recalls that remained within the prescribed timeframe were carried over to the following financial year.

Overall, the NCC demonstrated strong performance in investigative efficiency, complaint handling, and consumer protection interventions, while continuing to address operational challenges affecting the full achievement of some targets.

TABLE 4: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 2

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS
Decrease in the value of illegal imports and illicit trade in key focus areas (or sectors).	Investigations into Ponzi schemes, AI and fake reviews on digital platforms for goods and services, and fraudulent activities within 60 business days.	Time taken to finalize the investigations into Ponzi schemes, AI and Fake reviews on digital platforms for goods and services, and fraudulent activities to prevent exploitation of vulnerable populations.	N/A	**Achieved** 13 investigations into Ponzi schemes and scams were finalised within 40 business days.	Finalise investigations into Ponzi schemes, AI and fake reviews on digital platforms for goods and services, and fraudulent activities within 60 business days.	**Achieved** All 16 approved investigations into Ponzi schemes, AI and fake reviews on digital platforms for goods and services, and fraudulent activities finalized within 60 business days.	N/A	N/A
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	Initiate high-impact investigation.	Number of high-impact investigations initiated.	N/A	**Achieved** 7 high-impact investigations were initiated.	4 high-impact investigations initiated.	**Achieved** 22 high-impact investigations were initiated.	The target was exceeded by 18 investigations.	There were instances where many suppliers were investigated for a similar incident.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	Finalise high-impact investigation.	Number of high-impact investigation.	N/A	**Achieved** 6 investigations into the exploitative practices.	4 high-impact investigations finalized.	**Achieved** 9 high-impact investigations finalized.	The target was exceeded by 5 investigations.	Some of the high-impact investigations were initiated in the previous financial year.
Operationalized Opt-Out Register System.	Direct marketers registered on the Opt-Out Register.	Percentage of direct marketers registered on the Opt-Out Register.	N/A	N/A	25% of direct marketers registered on the Opt-Out Register (measured from 1 January 2026).	**Not Achieved** 0% Registered.	Target was not met. There were no direct marketers which were registered on the Opt-Out Register.	The Opt-Out Register regulations had not yet been gazetted. The Opt-Out Register was also undergoing testing to determine its ability to operate efficiently as it is a public facing system.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	Finalized complaints in priority areas (excluding CTFL at ports of entry and scams).	Percentage of complaints in priority areas (excluding CTFL at ports of entry and scams) finalized.	N/A	**Not Achieved** 59% of complaints (1 572 of 2 652) in priority sectors, including second-hand cars, finalised.	75% of complaints in priority areas finalized.	**Achieved** 82,8% of (3 001 of 3 623) of complaints in priority areas finalised. [3]	Actual performance exceeded the target by 7.8 percentage points.	Improved process efficiencies. Dedicated Steering Committee to make decisions on complaints on a regular basis. Clustered approach in resolution of complaints.

3 Differences were noted between the consolidated quarterly performance and the annual performance. The difference was due to a review and data cleansing exercise that was conducted which, resulted in the adjustment of claims received after the second and fourth quarter reports quarters were finalised.

TABLE 4: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 2 (CONTINUED)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	Administer product recalls and issue communication thereon.	Time taken to administer and issue communication on product recalls.	N/A	Not Achieved Administered 53 out of 57 product recalls and issued communication thereon within 20 business days of receipt of recall notice from suppliers.	Administer product recalls and issue communication thereon within 40 business days of receipt of recall notice from suppliers.	**Not Achieved** The NCC received 98 notifications of product recalls during 2025/26 financial year. 92 out of 98 product recalls were finalised within 40 business days. 3 product recalls were finalised outside the 40 business days. 3 product recalls were not finalised within 2025-2026 but were still within 40 business days.	3 out of 98 product recalls were communicated outside of the 40 business days.	3 product recalls were finalised in over 40 business days because of disagreements between the NCC and the suppliers on the terms of the recalls.
Minimized harm to consumers caused by unsafe or defective goods and exploitative supplier practices.	Finalize energy-related and false claims about environmentally friendly (Carbon Neutral).	Percentage of energy-related and false claims about environmentally friendly (Carbon Neutral) products complaints finalized within a specified period.	N/A	**Achieved** Finalised 87.5% (7 of 8) energy related complaints within 6 months.	Finalize 90% of energy-related and false claims about environmentally friendly (greenwashing on carbon neutrality) products complaints within 6 months.	**Achieved** 100% (6 out of 6) of the finalised investigations were within 6 months. Other investigations currently underway (21) were within 6 months as at 31 March 2026.	Actual performance exceeded the target by 10 percentage points.	50% of the finalised investigations were against the same supplier.

TEXTBOX 1

PRODUCT RECALLS ADMINISTERED DURING THE 2025/26 FINANCIAL YEAR

The NCC received a total of 98 product recall notifications under section 60 of the CPA, read with the product safety guidelines issued in 2011, during the year under review. The guidelines are equivalent to those applicable in the consumer protection environment in other jurisdictions. They provide suppliers with detailed steps for conducting effective recalls. Therefore, suppliers can consult them in addition to the CPA.

Section 60 of the CPA applies where there is a product failure (i.e., a product not performing in the intended manner or having the intended effect), a defect (i.e., a material imperfection in the manufacture of a product affecting its usefulness, practicality, or the safety of its users), or a hazard.

The NCC monitored and analysed the information received to detect or identify any previously undetected or unrecognised potential risk to the public arising from the use of, or exposure to, those goods. The NCC then primarily used the media to notify consumers of the nature, causes, extent, and degree of the risk pertaining to those goods and, where the goods were unsafe, to recall them for repair, replacement, or refund. The products recalled during the financial year are presented below. Most of the recalls related to motor vehicles.

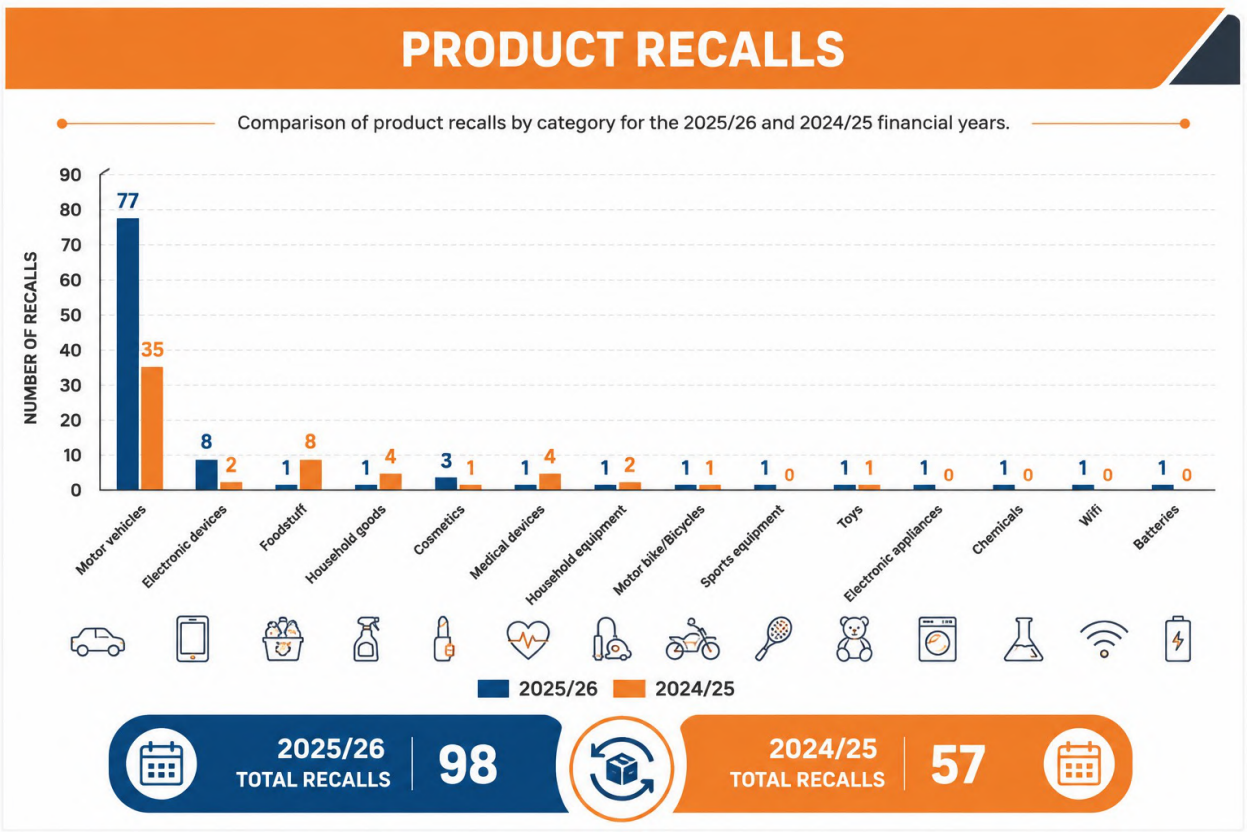


Figure 8: Product recalls

TABLE 5: PRODUCT RECALLS

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
1	Mercedes-Benz South Africa Limited (5496242)	Mercedes-Benz GT 192, S223, GT 290, GLC 254	The supplier has determined that, on the model series vehicles with hybrid drive transferred and/or sold to the consumer, a processor in the high voltage-starter alternator's control unit may suffer from sporadic overload. Consequently, the system's monitoring function may erroneously detect a faulty component in the high-voltage starter alternator. In this case, its functions would be deactivated, which, in turn, could result in a loss of propulsive power without notice. This may increase the risk of an accident.	The risk of an accident.
2	Stellantis South Africa (KKV)	Chevrolet-Cruze, Aveo and Orlando (Takata Driver Airbag Inflator)	The driver airbag inflator may rupture during the airbag deployment phase.	The potential high-energy deployment of the inflator may lead to metal fragments detaching from the bursting inflator. These fragments could strike the driver or other occupants of the motor vehicle, causing serious injury or, in a worst-case scenario, death.
3	Stellantis South Africa (KMF)	Chevrolet-Saab and Cadillac (Takata Driver Airbag Inflator)	The driver airbag inflator deteriorate over time, which could lead to overaggressive combustion in the event of airbag deployment.	In the event of an inflator rupture, metal fragments could pass through the airbag cushion material, which may result in injury or death to motor vehicle occupants.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
4	Stellantis South Africa (KKW)	Chevrolet-Cruze, Aveo and Orlando (Takata Driver Airbag Inflator)	The driver airbag inflator may rupture during the airbag deployment phase.	The potential high-energy deployment of the inflator may lead to metal fragments detaching from the bursting inflator. These fragments could strike the driver or other occupants of the motor vehicle, causing serious injury or, in a worst-case scenario, death.
5	Mattel South Africa (Pty) Ltd	Tissue Box Toy sold with the Fisher-Price 3-in-1 SnugaPuppy Activity Centers ("Affected Product")	The supplier was notified by its affiliate, Fisher-Price, Inc., that Fisher-Price had received one report of the tissue box component cover coming apart, making the internal support brackets (small parts) accessible. In that incident, an infant placed a small support bracket in their mouth. The incident occurred in the United States. No injuries had been reported.	The tissue box component cover could come apart, making the internal support brackets (small parts) accessible. If the cover came apart, an infant could place on of the small support bracket in their mouth. No injuries have been reported.
6	Stellantis South Africa (V01)	Jeep Wrangler and Chrysler 300C (Takata Front Passenger Airbag Inflator)	The driver airbag inflator may rupture due to excessive internal pressure during normal airbag deployment events.	In the event of an inflator rupture, metal fragments could strike motor vehicle occupants, which may result in serious injury or death.
7	Stellantis South Africa (JGU)	Citroen C4, Citroen DS4 and Citroen DS5 (Driver and Passenger Airbag Inflator)	The driver airbag inflator may rupture during the airbag deployment phase.	The potential high-energy deployment of the inflator may lead to metal fragments detaching from the bursting inflator. These fragments could strike the driver or other occupants of the motor vehicle, causing serious injury or, in a worst-case scenario, death.
8	Mercedes-Benz South Africa Limited (4290102)	Mercedes-Benz Model CLA (118) - Replace Rear Axle Brake Hoses	The supplier has determined that, on certain CLA (118 platform) vehicles, the length of the brake hoses on the rear axle might not meet specifications. In this case, the brake hoses on the rear axle might come into contact with surrounding components, chafe over time, and subsequently cause brake fluid to leak. This might lead to reduced braking performance in one of the two brake circuits, increasing the risk of an accident.	Risk of an accident as a result of brake fluid loss.
9	Mercedes-Benz South Africa Limited (4391102)	Mercedes-Benz Model S-Class (223) - Brake Hose on the Front Axle	The supplier has determined that, in certain vehicles in the S-Class (model series 223), the brake hoses on the front axle may gradually start to leak in hot and humid areas after an extended operating period. Brake fluid could then leak. This could impair braking power in one of the two brake circuits, thereby increasing the risk of an accident. As a remedy, the Mercedes-Benz service organisation will replace the brake hoses on the front axle in the affected vehicles.	Risk of an accident as a result of brake fluid loss.
10	Santa Cruz Bicycles, LLC	Santa Cruz Heckler 9 e-bike	Following extensive investigation and testing, it was discovered that a small number of batteries supplied with certain Heckler 9 e-bikes manufactured before February 2023 may be at an increased risk of an electrical short circuit.	In very rare instances, this may pose a fire hazard, resulting in a risk of injury or damage to property.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
11	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Rear middle seat belt fitted to Polo Sedan vehicles (69XA)	The lugs in the belt end fitting of the middle seat belt were produced with too small a radius.	In the event of sudden deceleration, an accident or hard braking, there may be a reduced restraining or protective effect and a corresponding increased risk of injury.
12	Audi South Africa, a Division of Volkswagen of South Africa (Pty) Ltd ("Audi SA")	High-voltage battery on Audi e-tron GT vehicles (931B)	Some individual cell modules of the high-voltage battery may display technical irregularities.	The high-voltage battery may overheat. In turn, this may result in an acute fire hazard, with the associated risk of severe or fatal injuries to people inside and/or outside the vehicle, as well as significant property damage.
13	Volvo Car South Africa (R10289)	XC90 model (SPA1 cell modules)	Volvo Cars' investigations have shown a potential issue with the high-voltage battery.	The issue may lead to overheating of the battery cells when the battery is fully charged. In a worst-case scenario, overheating of the high-voltage battery may lead to a thermal event.
14	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S06: Ranger Left Front Lower Control Arm Replacement	In some of the affected vehicles, an incorrect front lower control arm (FLCA) may have been fitted on the left-hand side of the vehicle instead of the correct FLCA.	Separation of the joint may result in loss of control of the affected wheel with a corresponding effect on vehicle handling, increasing the risk of a crash or injury.
15	Honda Motor Southern Africa (Pty) Ltd.	(Goldwing) GL1800B, GL1800BD, GL1800D and GL1800DA motorcycles	The primary drive gear tightening bolt may break.	The engine may stop unexpectedly while driving and may not restart. In the worst case, this may cause the engine and rear wheel to lock, increasing the risk of a fall.
16	Stellantis South Africa (KKX)	Chevrolet - Cruze, Aveo and Orlando (Takata Driver Airbag Inflator)	The propellant inside the driver airbag may deteriorate over time.	The propellant inside the driver airbag may deteriorate over time, which may cause it to generate gas faster than designed when the airbag is deployed during a crash.
17	Boston Scientific	ACURATE neo2™ and ACURATE Prime™ Aortic Valve Systems Transcatheter Aortic Valve Implantation (TAVI)	Boston Scientific is discontinuing global commercialisation of the ACURATE neo2™ and ACURATE Prime™ Aortic Valve Systems and is voluntarily removing any unused inventory of these devices. While data continue to support the performance of the ACURATE valve system when the product's optimised instructions for use are followed, this decision was made due to the increased clinical and regulatory requirements for maintaining regulatory approvals in global markets. Patients who have been treated with an ACURATE neo2 or ACURATE Prime valve should continue to follow the standard of care, and any additional patient management should be at the discretion of their physician on an individualised basis.	Boston Scientific has made the decision to discontinue the commercialisation of the ACURATE product platform in all markets where ACURATE is commercially available.
18	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Front passenger airbag fitted to Polo vehicles (69UB)	A faulty part in the gas generator of the front passenger airbag module.	In the event of an accident with deployment of the front airbag, there may be a reduced protective effect from the front passenger airbag and an increased risk of injury to the passenger. Furthermore, the gas generator housing may burst, or components of the gas generator housing may come loose and cause serious or fatal injuries to vehicle occupants.
19	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Front passenger airbag fitted to Polo and Taigo vehicles (69UN)	A faulty part in the gas generator of the front passenger airbag module.	In the event of an accident with deployment of the front airbag, there may be a reduced protective effect from the front passenger airbag and an increased risk of injury to the passenger. Furthermore, the gas generator housing may burst, or components of the gas generator housing may come loose and cause serious or fatal injuries to vehicle occupants.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
20	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Curtain airbag fitted to Tiguan Allspace vehicles manufactured during a specific production period (69F0)	There is a possibility that the gas generator for the curtain airbag was incorrectly produced.	An incorrectly produced gas generator may prevent the airbag from functioning and providing intended protection. It also cannot be ruled out that components of the gas generator housing could come loose and injure vehicle occupants.
21	Toyota SA Motors (Pty) Ltd	Hino 500 CBU series parking brake release tool	The cage bolt spanner was not supplied with the vehicle.	The parking brake will continue to operate during a vehicle failure; it will not be possible to release it because the required the tool was not supplied.
22	Toyota SA Motors (Pty (Ltd)	Hino 500 SKD series parking brake release tool	An incorrect cage bolt spanner was supplied with the vehicle.	The parking brake will continue to operate during a vehicle failure; however, it will not be possible to release it because the tool is incorrect.
23	Volvo Car South Africa	BCM2 software update (XC90 (plug-in hybrid) model)	Volvo Cars has identified a risk that the vehicle's braking functionality may be temporarily disabled while using 'B' mode (in plug-in hybrid cars) or One Pedal Drive (in fully electric cars), after coasting downhill for a period.	This could lead to a collision with potentially serious safety consequences for vehicle occupants and other road users.
24	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Front passenger seat belt fitted to VW Golf GTI and R vehicles (69PD)	There is a possibility that the seat belt on the front passenger side was not correctly attached to the lower anchoring point due to a fault in a supplier's sewing process.	If the lower anchoring point of the belt system is not attached, the protective effect of the seat belt is greatly restricted. In the event of an accident, this could lead to significant or fatal injuries to the occupant in the front passenger seat.
25	Jaguar Land Rover Limited	Range Rover Evoque (2021- 2025 model-year vehicles)	A concern has been identified in 2021 – 2024 and certain 2025 model-year Range Rover Evoque vehicles where, during passenger airbag deployment, the airbag may tear because of improper folding during the airbag assembly process.	A torn airbag may reduce occupant protection and therefore increase the risk of injury in the event of a crash. A torn airbag may also allow hot gasses to escape, which may cause burns to occupants.
26	Decathlon South Africa Sports (Pty) Ltd	Tarmak B900 Box NBA (basketball hoop)	If the red height-adjustment crank (pictured on the right) is removed while the product is being used or handled, the post may fall vertically.	The post may fall vertically.
27	Mercedes-Benz South Africa Limited (8297015)	Mercedes-Benz 206-C-Class, 223-S-Class, 254-GLC, 297-EQS, 232-SL	During its monitoring process, the supplier found that a fuse box may require further reworking following the recall campaign "System validation (80A fuse: Replace Prefuse box)". The initial reworking of the fuse box might not have been completed as intended. As a result, systems connected to the fuse might fail.	The vehicle might lose power without warning; restraint functions or the instrument cluster might be impaired, increasing the risk of an accident. In addition, the risk of a thermal event cannot be ruled out.
28	Mercedes-Benz South Africa Limited (8297014)	Mercedes-Benz 232-SL, 297-EQS	During its monitoring process, the supplier found that a fuse box may require further reworking following the recall campaign "System validation (80A fuse: Replace Prefuse box)". The initial reworking of the fuse box might not have been completed as intended.	The systems connected to the fuse might fail. Among other consequences, the vehicle might lose power without warning; restraint functions or the instrument cluster might be impaired, increasing the risk of an accident. In addition, the risk of a thermal event cannot be ruled out.
29	Volkswagen of South Africa (Pty) Ltd ("VWSA") (DSNA)	Driver seat belt fitted to Polo Sedan vehicles of a specific production period	Incorrect seat belts fitted to the driver side. The cause is a problem during vehicle production, which resulted in mix-up of belt webbing.	The restraint effect of the seat belts may be severely restricted in the event of an accident. This can lead to significant or deadly injuries of the driver.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
30	Volkswagen of South Africa (Pty) Ltd ("VWSA") (69MH)	Seat belts fitted to Polo Sedan vehicles manufactured during a specific production period	Incorrectly fitted and/or faulty seat belts. The defect resulted from a vehicle-production fault that caused the seat belts to be mixed up and a material fault at the supplier.	The restraint effect of the seat belts may be severely restricted in the event of an accident. This may lead to significant or fatal injuries.
31	Jaguar Land Rover Limited (H552)	Jaguar E-PACE (2021-2024 model-year vehicles)	A concern has been identified on certain 2021 to 2024 model-year Jaguar E-PACE vehicles where, during passenger airbag deployment, the airbag may tear because of improper folding during the airbag assembly process.	A torn airbag may reduce occupant protection and therefore increase the risk of injury in the event of a crash. A torn airbag may also allow hot gases to escape, which may cause burns to occupants.
32	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	Product 25S10: Certain 2021-2024 model-year Puma vehicles– Fuel Line Chafing Inspection and Replacement	In the affected vehicles, a fuel line may rub against a bracket damaging the fuel line. Over time, the damage may result in a fuel leak.	A fuel leak may result in an engine stall or, in the presence of an ignition source, a fire. Owners may notice a fuel odour, fuel leaking beneath the vehicle, or smoke caused by fuel coming into contact with a hot surface.
33	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	Product 25S12: Certain 2021– 2022 model-year EcoSport vehicles equipped with a 6F15 transmission – Front Half-Shaft Inspection Advance Notice	In some of the affected vehicles, the front half-shafts may not have been fully inserted into the transmission during assembly, creating the potential for a half-shaft to disengage from the transmission.	If the half-shaft disengages, there is a possibility of a loss of engine power while driving. It may also result in vehicle rollaway when the vehicle is placed in "Park" without the parking brake being applied. Both conditions increase the risk of an accident.
34	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	Product 25S39: Certain 2022–2025 model-year Ranger/Everest vehicles - 3.0L Lion Engine Camshaft Sprocket Failure	In the affected vehicles, the left-hand camshaft sprocket in the engine may fracture, causing the engine to stall.	An engine stall without warning increases the risk of an accident.
35	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	Product 25S65: Certain 2021 – 2025 model-year Ford Mustang Mach-E vehicles with a discharged 12V battery– Powertrain Control Module and Secondary On-Board Diagnostic Control Module C Software Update	If the driver or front passenger exits the front doors using the mechanical inside release handles when the 12V battery is discharged, the doors may lock unexpectedly when they are closed. The key fob and exterior handle will not unlock or open the locked doors.	Any occupants who remain inside the unexpectedly locked vehicle and who are unable to use the inside door release handles may become trapped inside the vehicle until the doors are opened by other means. This could increase the risk of injury to trapped occupants in emergencies or hot weather.
36	Lexus SA (Pty) Ltd	Lexus 24SD-071 V35A Engine Replacement	The subject vehicles are equipped with a specific V35A engine that contains crankshaft main bearings, which allow the crankshaft to rotate within the engine assembly while running. During a specific production period, engine machining debris of a particular size and quantity may not have been cleared from the engine during manufacturing and subsequently contaminated the engine assembly during the production process. In these engines, if the machining debris adheres to the bearings and operation of the engine continues at higher loads over time, the bearings may may fail. This can lead to engine knocking, rough running, failure to start and/or an engine stall. In the subject vehicles, an engine stall while driving leads to a loss of motive power.	The loss of motive power while driving at higher speeds can increase the risk of an accident.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
37	Boston Scientific	Encore™ 26 Inflation Device, Encore ™ 26 Advantage Kits, NephroMax Kits and UroMax Ultra Kits	The Encore 26 Inflation Device is used with balloon-dilation catheters to create and monitor pressure in the balloon and to deflate the balloon. An internal investigation determined that during use, foreign material particles could migrate from affected Encore 26 Inflation Devices into a balloon dilatation catheter. The Encore 26 Inflation Device may be used in a variety of clinical applications including interventional cardiology, neurovascular, endoscopy, urology, and peripheral vascular procedures.	Lives of the patients maybe endangered
38	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S19: Certain 2025 model-year Ford Ranger Wildtrak vehicles – Transmission Main Control Valve Body Replacement	In all the affected vehicles, the transmission main valve body's internal dimensions do not meet the engineering specifications, and the driver may experience no reverse motion when the vehicle is in reverse gear.	When the vehicle's gear selector is in the reverse or neutral position, the vehicle may move forward. When this occurs, the Malfunction Indicator Light (MIL) and wrench indicator will illuminate on the instrument cluster in the vehicle. Unexpected vehicle movement can increase the risk of an accident.
39	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S49: Certain Ford model-year vehicles (Ford Mustang, Ford Everest, Ford Ranger, and Ford Transit) – Rear-Camera Screen Software Updates	In some of the affected vehicles, the infotainment screen may freeze followed by a black screen and a system reboot. If this occurs while the vehicle is reversing, the rear-view image may be frozen, missing, or delayed. A frozen rear-view camera display image while reversing may create a false representation of the position of the vehicle relative to its surroundings, increasing the risk of an accident.	A frozen rear-view camera display image while reversing may create a false representation of the position of the vehicle relative to its surroundings, increasing the risk of an accident.
40	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S72- Certain 2018 – 2024 Ford model-year vehicles (Ford Mustang, Ford Everest, Ford Ranger, and Ford EcoSport) SYNC Software Update	In the affected vehicles, repeated short ignition cycles (the period between switching the ignition on and key off) may, over time, result in an error in the SYNC system that could cause system instability and/or a failure to maintain certain settings between ignition cycles.	This may result in an intermittent blank image while the vehicle is reversing or the rear-view image remaining on the display after reversing has ended.
41	Nissan South Africa	Nissan Qashqai (J12) - HR13 - Non-ALiS - Battery EGI Connection	Nissan has identified that the HR13 - Non-ALiS - EGI Harness Battery Connection may have been incorrectly assembled during production. In this condition the harness retaining nut may be loose.	Under specific driving conditions there may be a very significant increase in resistance. In an extreme situation, where the vehicle continues to be driven in this condition, there is a risk of excessive heat build-up.
42	Stellantis South Africa (GM3)	Citroen C4, DS4 and DS5 Takata Driver Airbag Inflator	The driver airbag inflator may rupture during airbag deployment phase.	The potential high energetic deployment of the inflator may lead to metal fragments detaching from the bursting inflator and these parts could fly in the direction of the driver / occupants in the motor vehicle, capable of causing serious injury or possible death in a worst-case scenario.
43	Tiger Consumer Brands Limited	Benny Beef Flavoured Stock Cubes and Benny Chicken Flavoured Stock Cubes	The nutritional labelling in respect of the declared sodium content on the packaging of the products may not accurately reflect the sodium content of the product itself, wherein the sodium content of the product may be higher than that declared on the packaging.	The inaccurate nutritional information on the label may impact a consumer's ability to make an informed decision about the consumption of the product, based on their individual dietary requirements.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
44	Toyota SA Motors PTY (LTD)	Hino 66-Seater Bus Drag Link incorrect torque / Split pins missing	Drag link incorrect torque / split pins missing	There may be a loss of steering control.
45	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S51 – Certain 2025 Model Year Transit Custom Passenger Airbag Replacement	Passenger airbags in the affected Ford Transit Customer vehicles need to be replaced as a filter within the inflator might not meet the thickness specification.	Under normal driving conditions, this issue does not affect vehicle operation. However, in the event of an accident that meets the parameters for airbag deployment, the out of specification filters may restrict gas flow out of the inflator.
46	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S75 – Certain 2021 – 2022 Mustang – Low Pressure Fuel Pump Failure	Affected vehicles may lose fuel pressure and flow from the fuel tank due to failure of the low-pressure fuel pump. Loss of fuel pressure and flow from the low-pressure fuel pump can be due to internal contamination of the jet pump, specifically in low fuel conditions, and reduced fuel pump internal clearances that result in an increase of internal friction and sensitivity to vapor lock.	This may cause a lack of fuel delivery to the engine and result in an engine stall. An engine stall while driving increases the risk of an accident.
47	BMW South Africa	BMW Model G45 (X3) series	It is possible that the two outer head restraints on the rear seats of the vehicles concerned were not manufactured correctly.	In an impact or accident situation, it is possible that the support function may be compromised, and the outer head restraints on the rear seat may not provide the required protection. Furthermore, parts of the head restraint could dislodge, potentially leading to additional severe injuries. Measure: Replace both outer head restraints on the rear seat
48	Volkswagen of South Africa (Pty) Ltd t/a Volkswagen Group Africa	VW Polo Rear axle bolted connection	Rear axle was not bolted to the body with the necessary torque.	This can lead to the bolts detaching and, in the worst case, dislodgement of the rear axle and loss of control when driving.
49	Toyota SA Motors Pty (Ltd)	Hino 700 Fuel pump replacement	Fuel pump housing has an inappropriate surface treatment process done during production.	Cracks may develop when repeated high load is applied to the supply pump resulting in a fuel leak.
50	Revlon South Africa Proprietary Limited	Various items: - Mitchum 100ml 24H Woman Shower Fresh (S25331A / S25422A). - Mitchum 100ml 24H Woman Powder Fresh (S25331A / S25416A). - Mitchum 100ml 24H Men Sport (S25328A / S25416A). - Mitchum 100ml 24H Men Mountain Air (S25415B).	A recent change in the manufacturing process of one of the raw materials occurred, which impacted how the affected product interacts with the skin of some consumers or users, particularly those with sensitive or compromised skin. Following a thorough assessment of all consumer reports globally, the supplier's expert independent dermatologist advised that the reported symptoms are consistent with contact dermatitis, which is generally a mild reaction which resolves within a short period of time without any long-term effects. The supplier has since reverted to the raw material produced with the original manufacturing process to ensure no other batches can be affected by the same issue.	None. The affected products do not constitute a "hazard" as defined in section 53(1)(c). Neither are they "unsafe" (as defined in section 53(1)(d) or as contemplated in section 60(1)(e)) or pose a risk to the public (as contemplated in section 60(2)).

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
51	Ford Ranger Wildtrak, Tremor and Platinum	25S77- Certain 2025 and 2026 Model Year Ranger Wildtrak, Tremor and Platinum vehicles Loss of Brake Boost, Anti-lock Brake System (ABS) Module software update	In affected vehicles, the customer may feel a change in pedal feel or travel with an increase in pedal efforts needed to brake the vehicle due to a loss of the brake boost feature. The Anti-lock Brake System (ABS), Electronic Stability Control (ESC), and Brake warning signals will illuminate, and informational messages will be displayed in the instrument cluster. In addition, an audible alert will sound.	We have taken the decision to withdraw the products from the trade out of an abundance of caution and care for our consumers.
52	Stellantis South Africa	Jeep Wrangler and Chrysler 300C Takata Passenger Airbags (U03)	The passenger airbag inflator may rupture during airbag deployment phase.	The rupturing of the airbag inflator may lead to metal fragment(s) passing through the airbag and into the vehicle interior at high speed, which may result in injury or death to vehicle occupants.
53	Mercedes-Benz South Africa Limited (4691007)	Mercedes-Benz EQE-295, GLC-254	MBAG has determined that the bolting of the steering coupling might not meet specifications. In this case, the mechanical connection between steering wheel and steering rack might loosen over time.	This might lead to a loss of steerability of the vehicle, increasing the risk of an accident.
54	Volkswagen of South Africa (Pty) Ltd ("VWSA")	Electromechanical brake servo control unit in Amarok vehicles of a limited production period (47CW)	There is a possibility that a loss of braking assistance may be caused by the electromechanical brake servo control unit. The braking system remains functional; but requires additional effort when applying brakes.	If the issue manifests, the vehicle will require increased braking distance.
55	Stellantis South Africa	Chrysler 300C Takata Driver Airbag Inflator (R25)	The passenger airbag inflator may rupture during airbag deployment phase.	An inflator rupture during airbag deployment events, could result in metal fragment(s) striking and potentially seriously injuring the vehicle occupant(s).
56	Audi South Africa, a Division of Volkswagen of South Africa (Pty) Ltd ("Audi SA")	Takata gas generator of the front driver airbag fitted to Audi A3 vehicles of a limited production period	The propellant in the gas generator may age due to moisture ingress and restrict the function of the driver airbag.	If the propellant ages as described above and the airbag deploys, it is possible for the gas generator housing to burst. This may result in small metal parts becoming dislodged from the housing and potentially injuring a vehicle occupant.
57	BMW South Africa	BMW 3/4/5 Series, Z4 plus X3 and X4 Starter Motor	Product controls and customer complaints have shown that in the identified vehicles, water can enter the starter at certain points and cause corrosion, which may prevent the engine from starting.	This can lead to a short circuit and, subsequently, local overheating of the starter. In the worst case, this may possibly result in a vehicle fire, which can occur even when the vehicle is parked.
58	Rust-Oleum South Africa	Cold Galvanising Spray	Preliminary investigations indicate that the affected batches may have a defective seam weld on the canister body. This appears to result from a manufacturing irregularity during the container production process at a third-party supplier. Under certain conditions, the compromised seam may fail to maintain the required internal pressure integrity, increasing the risk of an unexpected and uncontrolled discharge of the contents of the aerosol canister.	If the defective seam weld fails, the aerosol container may lose pressure integrity during normal use, causing an unexpected and forceful discharge of the product. In reported cases, this has resulted in the content being expelled uncontrollably, coating the user or surrounding circumstances. No significant injuries have been reported to date; however, the defect could present a minor physical risk – such as contact with eyes or skin – and may cause damage to nearby property or surfaces.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
59	Stellantis South Africa	Peugeot – Landtrek (Electrical Wiring Harness) - MXB	The affected vehicles may face vehicle doorsill wiring harness wear due to an interference with the doorsill cover.	In a worst-case scenario, this can lead to unexpected airbag deployment without a car crash.
60	Nissan South Africa	Nissan Qashqai (J12) – Fuel Pipe	Nissan has identified that during engine operation there is potential for movement of the fuel pipe within its retaining clip within the engine bay. This movement can potentially lead to wear on the fuel pipe.	It is possible for the wear to generate a perforation condition on the fuel pipe resulting in a potential fuel leak.
61	BMW South Africa	BMW 1 and 2 Series plus X1 and X2 Seat Belt (Front/Rear)	It is possible that the front/rear left/ right seat belt has not been manufactured correctly in the affected vehicles.	It is possible that the seat belt will not block in situations such as severe braking, turning or rollover of the vehicle, and therefore not hold the front/rear passengers in position. This can lead to an increased risk of injury.
62	Stellantis South Africa	Opel Astra Driver Airbag Inflator	The passenger airbag inflator may rupture during airbag deployment phase.	The rupturing of the airbag inflator may lead to metal fragment(s) detaching from the bursting inflator and these parts could fly in the direction of the driver / occupants in the vehicle, capable of causing serious injury or possibly death or death in a worst-case scenario.
63	BMW South Africa	MINI U25 Seat Belt (Front/Rear)	It is possible that the seat belt has not been manufactured correctly in the affected vehicles.	It is possible that the seat belt will not block in situations such as severe braking, turning or rollover of the vehicle, and therefore not hold the passengers in position. This can lead to an increased risk of injury.
64	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25S89 Certain 2015-2019 Model Year Ford Mustang Vehicles Rear-View Camera Inspection	In some of the affected vehicles, customers may experience a blank or distorted image on the center display screen when the vehicle is in reverse.	A blank or distorted rear view camera image increases the risk of an accident. If the image is lost for 10 seconds, a Diagnostic Trouble Code (DTC) is set, and the customer will receive a message that the rear-view camera is unavailable on the center display screen.
65	Volvo Car South Africa	2025 Volvo EX90 vehicles Power operated tailgate (POT) unit (R10342)	Volvo Cars have identified that the POT spindle may separate during opening/ closing of the tailgate.	This condition may cause an injury to the customer.
66	Lexus SA Motors Pty (Ltd)	Lexus UX300e Electric Heater Replacement (Campaign 25SD-026)	The subject vehicles are equipped with Heating, Ventilation, and Air Conditioning (HVAC) systems containing an electric heater. Due to insufficient heater durability, there is a possibility that the electric heater could fail when exposed to stress over time, causing heater operation to become inoperative. When the vehicles are operated in certain low temperatures, the heater and defrosting performance may reduce.	Reduced defrosting performance may not remove frost, ice, and/or fog from the windshield glass. This can reduce driver visibility and increase the risk of an accident in certain driving conditions. In addition, the defroster performance may not conform to applicable requirements of local regulations in certain countries.
67	Jaguar Land Rover Limited	Discovery Sport, Range Rover, Range Rover Evoque and Range Rover Sport	A concern has been identified about several vehicles where it is possible that moisture has entered the Gear Shift Module (GSM) during assembly process. Under certain conditions there is a risk that this moisture could result in non-illumination of the Light Emitting Diode (LED) indicating the selected gear.	Non-illumination of the LED gear indicator adjacent to the shifter would not conform to regulated requirements for automatic transmission control position indicator illumination.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
68	Lexus SA Motors Pty (Ltd)	Lexus RZ450e EX & RZ450e SE & RZ450e SE CVT	The subject vehicles are equipped with Heating, Ventilation, and Air Conditioning (HVAC) systems that, among other things, control the windshield defroster function. Due to the programming of the HVAC control ECU software, under certain conditions, such as a specific failure mode of the electrical compressor, the HVAC system will enter a failsafe mode that suspends the heater operation of the system and affects defroster function.	In some cases, when the vehicle is operated in very low temperatures, the defrosting performance reduces and may not remove frost, ice and/or fog from the windshield glass. This can reduce driver visibility and increase the risk of a crash in certain driving conditions.
69	Belkin Limited	BoostCharge USB-C PD Power Bank 20K	Due to a manufacturing defect, in some circumstances, the portable wireless battery charger's lithium-ion cell component may overheat, which could pose a fire hazard to consumers.	Fire hazard.
70	Belkin Limited	Auto-Tracking Stand Pro with DockKit (Portable Wireless Charging Stand)	Due to a manufacturing defect, in some circumstances, the portable wireless charging stand's lithium-ion cell component may overheat, which could pose a fire hazard to consumers.	Fire Hazard.
71	Isuzu Motors South Africa (Pty) Ltd	Isuzu RT66 (Field Action 25FSL0076)	An intermittent airbag warning light may be triggered due to a poor electrical connection between the Supplemental Restraint System (SRS) circuits and the clock spring.	In the event of an accident, there is a risk that the airbag may not deploy.
72	Ducati South Africa, a Division of Volkswagen of South Africa (Pty) Limited	Rear wheel shaft and bearing – Ducati Panigale V4 Model Year 2018 - 2024 & Ducati Streetfighter V4 Model Year 2020 - 2025	The rear wheel shaft may lose its structural integrity.	In extreme cases, a crack may form which could lead to the rear wheel shaft's complete failure.
73	Unilever South Africa (Pty) Ltd	Domestos Lemon and Summer Fresh 750ml variants (Multiple bleach cleaner)	Leakage at the bottom of select bottles due to a pinhole defect associated with a single cavity of one bottle mould.	All hazards associated with Domestos Lemon and Summer Fresh 750ml variants are clearly and comprehensively conveyed on the back-of-pack label in both English and French, as required by applicable regulatory standards.
74	RCL Foods	Various Brands of Dry Pet Food (Dog and Cat)	Final product contained levels exceeding 1000 ppb (1ppm). The presence of DON in these products originated from raw materials (Maize) used during production.	Elevated levels of Deoxynivalenol (DON) which is a naturally occurring mycotoxin produced by specific moulds that can grow on grains such as maize.
75	Stellantis South Africa (27B)	Jeep Wrangler Airbag Clock Spring	The affected vehicles may have been built with a steering column clock spring that may ingest dust if the vehicle is subjected to dusty environments.	Dust inside the clock spring could compromise airbag circuit(s), cause illumination of the airbag warning light and/or a non-deployment of the driver airbag during a crash.
76	Kia South Africa	SL Sportage) (XM Sorento) (TF Optima) (TD Cerato) (AM Soul) (KM Sportage)	ABS Fuse replacement.	Malfunction of the ABS system which could result in an increase of the stopping distance to standstill and/or engine bay damage.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
77	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25SC8- Certain 2019 to 2025 Model Year Ford Ranger fitted with Ford Licensed Accessory (FLA) - ARB Solis Lights Interim Repair – Solis Lights System Deactivation	ARB Corporation Limited ("ARB") a supplier of Solis Lights sold as a Ford Licensed Accessory, has launched a Product Safety Recall on their Solis lights' wiring loom. ARB has identified a high resistance short between positive and negative in their wiring connector terminal pins caused by the presence of moisture and associated corrosive damage to the pins.	This may result in excessive heat damage to internal terminals of the Solis wiring connector and a prolonged high resistance short can create excessive heat leading to potential vehicle fire. As the circuit is always powered, fires may occur when the vehicle is attended or unattended and parked, creating the risk of fires spreading to adjacent property or structures.
78	Boston Scientific	AXIOS™ Stent and Electrocautery Enhanced Delivery System	Boston Scientific is initiating a removal of certain AXIOS™ Stent and Electrocautery Enhanced Delivery Systems (6 mm × 8 mm, 8 mm × 8 mm, and 20 mm × 10 mm), detailed in Attachment 1. This action is being taken due to increased reports of stent deployment and expansion issues with these configurations. This issue only occurs at the time of delivery of the stent and is expected to be noticed by the physician. Successfully implanted stents are not affected by this issue.	The most common outcome reasonably foreseeable resulting from difficulty deploying the stent is prolongation of the procedure to exchange the device for a new one. The most serious reasonably foreseeable outcome in cases where the first flange is unable to deploy or expand would be a cascade of events resulting in additional intervention, either endoscopic or surgical, to remove the stent and close the puncture site.
79	ButtaNutt (Pty) LTD	Two items: 100% Peanut Butter (1kg); and Chocolate Peanut Butter (250g)	Out of Specification Aflatoxin Result	Acute exposure unlikely to cause health effects. Chronic long-term ingestion could lead to health effects
80	Clicks Retailers Pty Limited	Made 4 Tots Corn Puffs Chicken 12g	Confirmed non-pathogenic Listeria contamination.	Multiple authoritative references agree that the following species do not cause disease in humans: • Listeria innocua • Listeria seeligeri • Listeria welshimeri • Listeria grayi • Listeria marthii • Listeria rocourtiae • Listeria fleischmannii • Listeria weihenstephanensis Some species like L. seeligeri and L. ivanovii are generally non-pathogenic to humans but have rare, isolated reports of human disease usually considered low-pathogenic or opportunistic, not major human pathogens.
81	Dynamic Brands Manufacturing (Pty) Ltd	Slimsy Pomegranate 6% Squash 1 Litre	Blown or swollen bottles of 6% Slimsy Pomegranate Squash Concentrate 1L.	Blown or swollen bottles may rupture due to gas formation in the product, leading to physical injury and may contain contaminated product(s). Ingestion of the product could potentially lead to foodborne illness.
82	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25SE6: Certain 2022-2026 Ford Model Year Transit and Transit / Tourneo Custom 12V AGM Battery Venting	In some affected Vehicles built with H7 AGM batteries, customers may experience an acidic smell like that of rotten eggs inside the cabin of the vehicle, a hissing sound, or visible gas venting from the battery. Additionally, the seat area may feel unusually warm.	Under normal operating conditions, an Absorbent Glass Mat (AGM) battery produces only hydrogen and oxygen during a standard gassing event. However, increased temperatures can trigger a side reaction that produces hydrogen sulphide (H2S). Prolonged exposure to these emissions may result in potential health effects.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
83	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	26S10 - 2025 Model Ford Ranger (XLT and Wildtrak) Exhaust Gas Recirculation (EGR) valve failure	In some of the affected vehicles, the Exhaust Gas Recirculation ("EGR") valve may fail, creating the risk of a loss of engine power typically at speeds below 15 mph/24 kph. Other symptoms the driver may experience are a check engine light on the dashboard display, weak acceleration, engine vibration, or the engine not starting.	A loss of engine power increases the risk of an accident.
84	Ford Motor Company of Southern Africa (Manufacturing) (Pty) Ltd	25SF3: Certain 2023-2024 Model Year Ford Puma Vehicles Restraint Control Module ("RCM") Software Update	According to Ford's records, the remedy software (Restraint Control Module) for Safety Recall 23S52 may not have been installed correctly during a prior Dealership visit. Because the correct software update may not have been installed on these vehicles, the underlying condition specified in Safety Recall 23S52 may still exist.	In the event of an accident the restraints system performance could potentially be degraded therefore increasing the risk of injury.
85	Lexus SA Motors PTY (LTD)	Lexus LX500d (26SD-023 – Transmission ECU Reprogram)	The subject vehicles are equipped with a 10-speed automatic transmission that contains linear solenoids to control the shifting of gears. If a solenoid failure occurs under certain driving conditions, the Transmission Electronic Control Unit (T-ECU) and the Engine ECU may not communicate the failure, resulting in the transmission over-revving in certain gears. This could result in damage to the transmission and a loss of motive power while driving at higher speeds. If certain damage occurs to the transmission housing, there is also the possibility for transmission fluid to leak from the housing.	These conditions can lead to an increased risk of a crash, or a fire in the presence of an ignition source.
86	Massmart	Logik Kettles - Automatic cordless and corded kettle	Logik Kettles - Automatic cordless and corded kettle ''Product failed 2 clauses of SANS/ IEC 60335: Clause 25.8: Conductors of supply cords & Clause 19: Abnormal Operation.	Clause 25.8 – Overheating of supply cord. Clause 19 – Exposure to live electrical parts due to abnormal failure.
87	Mercedes-Benz South Africa Limited	Mercedes-Benz Model 214- E-Class AMG E 53 Hybrid 4MATIC+	The transmission wiring harness could chafe on the front drive shaft. This could damage the wiring harness, which could potentially result in a loss of propulsion without warning.	This might increase the risk of an accident. Additionally, due to a potential impairment of the boost-/recuperation function, an impact on exhaust emissions cannot be ruled out.
88	Nestlé South Africa	NAN Special pro HA (Instant formula 0-12 months)	Potential presence of cereulide, a toxin produced by Bacillus cereus	Food Safety
89	Nutricia Southern Africa	Nutricia Aptamil Nutribiotik 2 800g & Nutricia Aptajunior Nutribiotik 3 800g	A raw material used in the product carrying traces of cereulide. None of our additional tests, using highly sensitive, internationally recognized analytical methods, have identified any levels of health concern. This is linked to an update in the guidance of EU authorities around cereulide threshold (decrease by more than 2 levels).	High levels of exposure to cereulide, much higher than the trace presence found in this batch, can cause symptoms like nausea, vomiting and abdominal cramps.
90	RCL FOODS	Various Brands of Dry Pet Food (Dry Dog and Cat Food)	Certain condemned batches linked to potential Salmonella contamination have been found retail channels	Salmonella in pet food poses health risks to pets and humans through ingestion or handling, and any detection is considered unsafe.

TABLE 5: PRODUCT RECALLS (CONTINUED)

NO.	NAME OF SUPPLIER	PRODUCT	DEFECT	HAZARD
91	Ronald Kwid	Renault Kwid ABS ECU Reprogramming (5-seater passenger vehicle)	Illumination of dashboard warning light.	Velocity calculation sensitivity.
92	SAIC South Africa (Pty) Ltd / MG Motor South Africa	MG3 model Passenger vehicle – compact hatchback (B segment)	During formal Euro NCAP testing of the MG3, it was observed that inertia forces generated during a collision may cause the driver's seat cushion frame to contact the seat adjustment unlocking mechanism, which could result in minor movement of the seat along its rail.	This movement may increase risk of injury during a collision.
93	Toyota SA Motors Pty (Ltd)	Toyota Hino 700 series Fuel pump replacement	Fuel pump housing has an inappropriate surface treatment process done during production.	Cracks may develop when repeated high load is applied to the supply pump resulting in a fuel leak.
94	Toyota SA Motors PTY (LTD)	Toyota LC300 (26SD-023 – LC300 Transmission ECU Reprogramming)	The subject vehicles are equipped with a 10-speed automatic transmission that contains linear solenoids to control the shifting of gears. If a solenoid failure occurs under certain driving conditions, the Transmission Electronic Control Unit (T-ECU) and the Engine ECU may not communicate the failure, resulting in the transmission over-revving in certain gears. This could result in damage to the transmission and a loss of motive power while driving at higher speeds. If certain damage occurs to the transmission housing, there is also the possibility for transmission fluid to leak from the housing.	These conditions can lead to an increased risk of a crash, or a fire in the presence of an ignition source.
95	Toyota SA Motors PTY (LTD)	Hino 700 Fuel pump replacement	Fuel pump housing has an inappropriate surface treatment process done during production.	Cracks may develop when repeatedly high load is applied to the supply pump resulting in a fuel leak.
96	Volkswagen Group Africa (Pty) Ltd ("VWGA")	Handbrake lever fitted to Volkswagen Polo Vivo vehicles of a specific production period.	The rivet height on the handbrake lever may be outside the required specification.	If the rivet height is out of specification, the handbrake may not engage properly or could, in rare cases, disengage unexpectedly. This may pose a safety risk, particularly when the vehicle is parked on an incline.
97	Volvo Car South Africa	2024-2026 Volvo EX30 HV Battery - Safety Notice (R10355)	Volvo Cars has launched a safety recall for certain EX30 Single Motor Extended Range and Twin Motor Performance vehicles due to a potential issue with the high-voltage battery	In rare cases, the battery may overheat when charged to a high level, which could potentially cause a thermal event.
98	Waymeet Limited	ESR Halo Lock Kickstand Wireless Power Bank Model 2G505B	The product presents a risk of fire as the lithium-ion batteries can overheat whilst in use.	The lithium-ion batteries in the recalled power banks may overheat and ignite, posing risks of fire and burns to consumers.

3.3. PROGRAMME 3: EDUCATION AND AWARENESS

The purpose of this programme is to educate consumers to demand quality goods and services, enforce their rights, and educate businesses about their obligations in terms of the CPA, thus focusing on preventing harm to consumers and changing business practices that are harmful to consumers.

The programme plays a central role in advancing the mandate of consumer protection by promoting informed, empowered, and responsible participation in the marketplace. The programme is also responsible for designing, coordinating, and implementing nationwide educational programmes that enhance consumer knowledge of their rights, responsibilities, and available redress mechanisms, while also fostering ethical business-consumer relationships.

At its core, the programme is a strategic outreach arm, ensuring that consumer education is accessible, relevant, and responsive to the diverse needs of South Africans. Its work spans across all nine provinces, with targeted interventions in district and metropolitan municipalities, ensuring both urban and rural communities are effectively reached. Emphasis is placed on vulnerable groups, including persons with disabilities, youth, women, children, and rural populations, who are often more susceptible to unfair market practices and financial exclusion.

One of the key functions is the implementation of structured business and consumer education and awareness initiatives. These initiatives are delivered through workshops, community engagements, campaigns, and collaborative programmes with various stakeholders. Through these platforms, consumers are equipped with practical knowledge on issues such as financial literacy, responsible spending, product awareness, contractual rights, and complaint resolution processes.

The programme also prioritises strategic collaboration with regulatory bodies and relevant partners to strengthen impact and avoid duplication of efforts. Joint initiatives with entities that share concurrent jurisdiction enhance consistency in messaging and broaden the reach of consumer protection education. These partnerships also support coordinated responses to emerging consumer issues and seasonal risks affecting households.

In addition, the Education and Awareness programme actively participates in national and thematic campaigns that promote financial capability and responsible consumer behaviour. These campaigns are designed to address real-time economic challenges and reinforce key messages around budgeting, saving, and informed decision-making.

Communication and engagement are further strengthened using diverse platforms, including community radio, stakeholder forums, digital channels, and targeted outreach programmes. This multi-channel approach ensures that consumer education materials are widely accessible and effectively tailored to different audience segments.

Overall, the programme contributes significantly to building a well-informed consumer base and supporting a fair, transparent, and inclusive marketplace. Its work not only empowers individuals to make sound economic decisions but also supports broader economic stability by encouraging responsible consumption and ethical business practices.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

The NCC continued to strengthen consumer awareness, business compliance, and stakeholder collaboration through a range of education and advocacy initiatives. A total of 31 consumer education and awareness initiatives were successfully conducted, targeting consumers across various sectors and communities. These initiatives focused on empowering consumers with information on their rights, promoting informed decision-making, and increasing awareness of unfair business practices.

In support of enterprise development and regulatory compliance, 30 business education and awareness initiatives were conducted targeting small, medium and micro enterprises (SMMEs) as well as informal businesses. The initiatives aimed to improve understanding of consumer protection legislation, promote fair business practices, and enhance compliance within the marketplace to ensure that suppliers understand their responsibilities in relation to the CPA. Engagements with SMMEs and informal traders also contributed to strengthening relationships with emerging businesses and encouraging voluntary compliance.

The NCC further implemented 22 advocacy interventions jointly with Local Economic Development departments across different municipalities during the reporting period. These interventions enhanced collaboration with local government structures and supported the promotion of consumer protection at community level. The advocacy engagements provided consumers with guidance on consumer related matters and facilitated greater accessibility of consumer protection services to local communities.

Collaboration with regulatory and enforcement bodies remained a key strategic focus during the year. In this regard, 52 joint initiatives were successfully conducted in partnership with regulatory bodies and other stakeholders. These collaborative initiatives contributed to coordinated enforcement efforts, information sharing, public awareness campaigns, and strengthened intergovernmental cooperation in addressing consumer protection challenges.

Overall, the NCC achieved all its targets within this programme, demonstrating sustained commitment to consumer empowerment, stakeholder engagement, and collaborative efforts.

TABLE 6: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 3

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS
Enhanced public knowledge and understanding of the CPA.	Number of consumer education and awareness programs conducted.	Number of consumer education and awareness programs conducted.	16 consumer education and awareness initiatives targeted at consumer conducted	**Achieved** 31 consumer education and awareness initiatives targeted at consumers were conducted.	16 consumer education and awareness initiatives targeted at consumer conducted.	**Achieved** 31 consumer education and awareness initiatives targeted at consumers conducted.	15 initiatives were conducted over and above the planned target.	Additional engagement opportunities were a result of World Consumer Rights Day initiatives.
Enhanced public knowledge and understanding of the CPA.	Number of business education and awareness programs conducted.	Number of business education and awareness programs conducted.	8 business education and awareness initiatives Targeted at SMMEs conducted.	**Achieved** 21 business education and awareness initiatives targeted at SMMEs were conducted in Mpumalanga Province.	8 business education and awareness initiatives targeted at SMMEs, and informal business conducted.	**Achieved** 30 business education and awareness initiatives targeted at SMMEs, and informal business conducted.	22 initiatives were conducted over and above the planned target.	Additional engagement opportunities were brought by initiatives organised by SMMEs in celebration of Women's Month.
Enhanced public knowledge and understanding of the CPA.	Number of advocacy interventions in municipalities for industrial development and SMME support.	Advocacy interventions in municipalities.	N/A	N/A	10 advocacy interventions in municipalities.	**Achieved** 22 advocacy interventions in municipalities.	12 initiatives were conducted over and above the planned target.	Additional ad-hoc events were conducted in collaboration with various stakeholders, targeting Women, Youth owned SMMEs and Informal businesses.
Enhanced public knowledge and understanding of the CPA.	Joint initiatives conducted in collaboration with regulatory bodies.	Number of joint collaborative initiatives.	N/A	**Achieved** 2 joint initiatives were conducted in collaboration with Limpopo Economic Development, Environment and Tourism Department (LEDET) and Mpumalanga Economic Development and Tourism (DEDT) as regulatory bodies with concurrent jurisdiction.	6 joint initiatives conducted in collaboration with regulatory bodies.	**Achieved** 52 joint initiatives were conducted in collaboration with regulatory bodies.	46 initiatives were conducted over and above the planned target.	There were additional opportunities to collaborate with other regulatory bodies.

World Consumer Rights Day 2026 in Limpopo Province

TEXTBOX 2

CONSUMER AND BUSINESS EDUCATION: FIVE FINANCIAL YEARS FROM 2021/22 TO 2025/26

EMPOWERING CONSUMERS THROUGH KNOWLEDGE

Education and advocacy give practical effect to the NCC's mandate under the CPA. This work strengthens awareness, promotes supplier compliance, and supports fair market conduct through targeted campaigns, stakeholder partnerships, and community outreach.

Over the previous years, the focus was on reaching consumers who most needed accessible information, including vulnerable groups, rural communities, women, youth, and small businesses.

FIVE-YEAR HIGHLIGHTS

The following highlights reflect the scale and focus of this work during the past five years:

- More than 250 consumer education and awareness initiatives were implemented nationally.
- More than 75 business compliance and education workshops reached SMMEs and emerging enterprises.
- Outreach expanded beyond metropolitan areas to district municipalities and rural communities.
- Partnerships were strengthened with provincial consumer affairs offices, municipalities, regulators, and industry associations.
- Digital, broadcast, and social media platforms helped broaden access to consumer protection information.
- Product safety awareness increased following national food safety incidents and product recalls.

CONSUMER EDUCATION AND AWARENESS INITIATIVES

This section outlines the main topics used to help consumers understand their rights and make safer, better-informed purchasing decisions:

- consumer rights under the Consumer Protection Act;
- product safety and recalls;
- misleading marketing and unfair contract terms;
- online shopping risks and scams;
- financial literacy and over-indebtedness;
- warranties for cell phones and electronic goods;
- vehicle purchases and after-sales disputes;
- lay-by agreements and refund rights; and
- Black Friday and festive season consumer protection issues.

The awareness messages were reinforced during national and seasonal consumer protection periods, including:

- World Consumer Rights Day;
- Consumer Awareness Month;
- National Consumer Protection Week;
- Back-to-School Campaign; and
- festive season trading periods.

BUSINESS EDUCATION AND COMPLIANCE ADVOCACY

This section focuses on supplier education, which helped businesses understand their obligations and improve day-to-day compliance with the CPA.

Priority was given to enterprises that support inclusive economic participation, including:

- SMMEs;
- women-owned enterprises;
- youth-owned businesses;
- informal traders; and
- businesses operating in rural economies.

Workshops addressed practical compliance requirements that commonly affect consumer transactions, including:

- compliance with key sections of the CPA;
- product safety obligations;
- returns and refund policies;
- disclosure requirements;
- marketing standards; and
- consumer redress mechanisms.

FIVE-YEAR PERFORMANCE TRENDS

CONSUMER AND BUSINESS EDUCATION PROGRAMMES

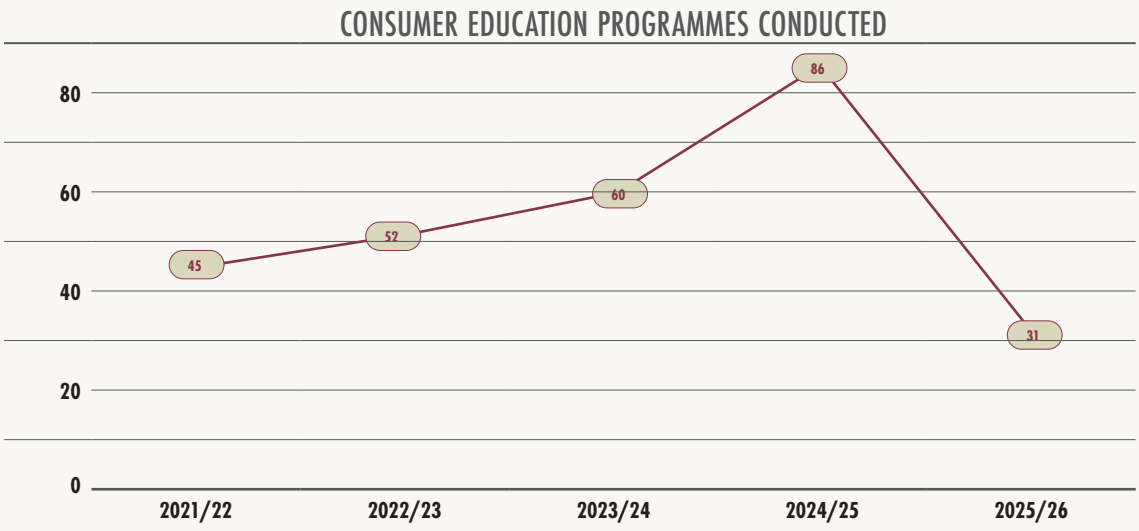


Figure 9: Consumer education interventions

The performance trends reflect both programme delivery and changes in reporting practice. In 2024/25, the methodology shifted from broad programme counts to targeted initiatives, resulting in a revised indicator definition.

The 2023/24 increase was driven mainly by food safety campaigns, recall interventions, peanut butter contamination incidents, and related stakeholder engagements.

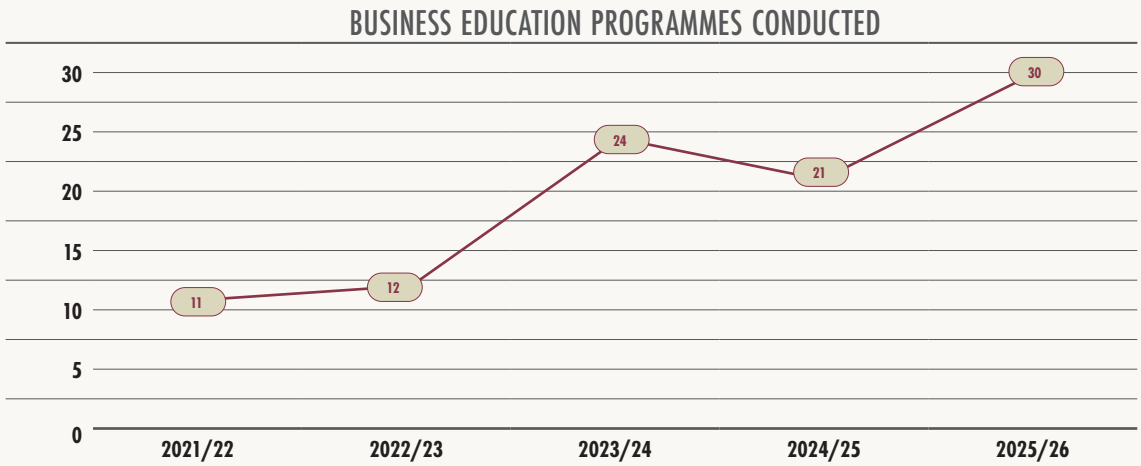


Figure 10: Business education interventions

Business education exceeded annual targets in 2023/24, 2024/25, and 2025/26, reflecting stronger demand for SMME compliance guidance and product safety support.

GEOGRAPHIC REACH

This section shows where outreach was concentrated. Activities were delivered across all provinces, with deliberate expansion beyond metropolitan centres into district municipalities and rural communities.

The main provincial outreach priorities were:

- rural consumer empowerment;
- township entrepreneurship support;
- agricultural community outreach;
- product safety awareness in schools; and
- local government consumer protection partnerships.

TARGET GROUPS REACHED

The distribution below shows the main groups reached over the five-year period.

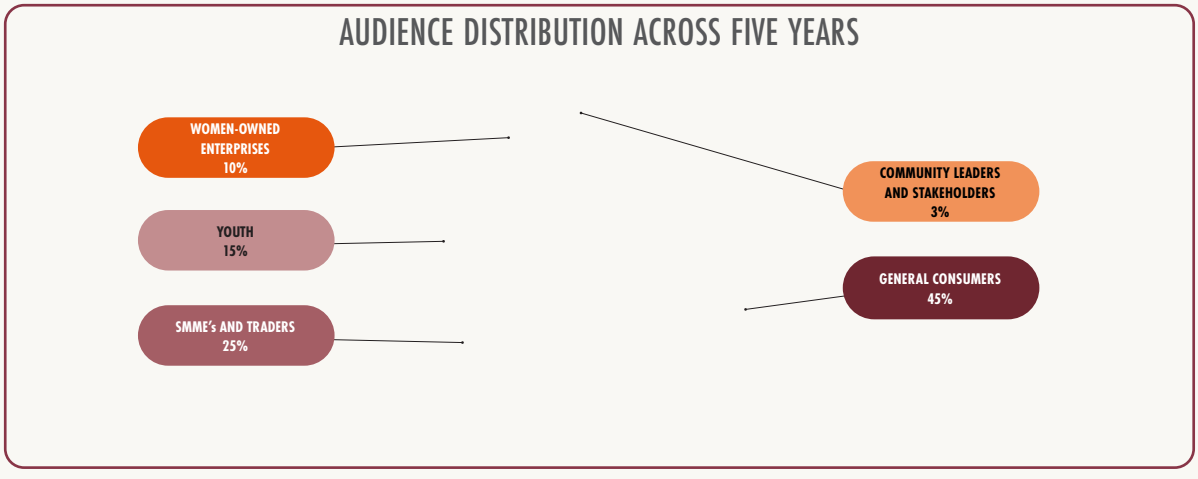


Figure 11: Audience reached

STRATEGIC PARTNERSHIPS

This section highlights the institutions that helped extend reach, coordinate messaging, and support sustained consumer education. Key partners included:

- Provincial Consumer Affairs Offices;
- municipalities;
- industry associations;
- consumer protection forums;
- academic institutions;
- community radio stations;
- regulatory authorities; and
- civil society organisations.

These relationships reduced duplication and strengthened the sustainability of outreach activities.

DIGITAL TRANSFORMATION IN CONSUMER ADVOCACY

This section explains how digital tools expanded the NCC's ability to reach consumers more quickly and consistently.

The main channels used for digital and media outreach were:

- social media campaigns;
- webinars and virtual workshops;
- online newsletters;
- consumer alerts and recall notices;
- media interviews; and
- digital educational resources.

Together, these channels improved engagement with younger consumers and communities that were harder to reach through traditional outreach.

MEASURING IMPACT

This section summarises the outcomes linked to the NCC's education and advocacy work:

- increased consumer awareness of rights and remedies;
- improved supplier compliance with the CPA;
- higher reporting rates of unsafe products;
- increased participation in recall programmes;
- greater SMME engagement in compliance programmes; and
- stronger collaboration across the consumer protection ecosystem.

To improve evidence-based planning, the NCC initiated a formal impact assessment in 2026 covering education and enforcement activities undertaken between 2019 and 2025.

Overall, this work supports the NCC's commitment to informed consumers, effective redress, inclusive economic participation, and sustainable market confidence.

3.4. PROGRAMME 4: EFFICIENT DELIVERY OF SERVICES

The programme aims to enhance the overall effectiveness and responsiveness of services to deliver faster, higher-quality services to customers in a timely, reliable, and cost-effective manner.by maintaining high system availability to enable consumers to file complaints or access information quickly. This reduces red tape by simplifying the filing and handling of consumer complaints thus reducing the time it takes to file a complaint, and get feedback from the NCC.

On the 25 March 2026, the Minister tabled the revised APP of the NCC with amendments to the following target:

TABLE 7: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 4 (BEFORE APP REVISION)

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS	REASONS FOR REVISIONS TO THE OUTPUTS / OUTPUT INDICATORS / ANNUAL TARGETS
Mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	Acquire a functional mobile unit.	A functional mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	New Target	New target	A functional mobile unit	The NCC approved the business case for the mobile unit on the 25th of March 2026.	N/A	N/A	The reason for the revision was to align with the recommendations of the internal auditors.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

The NCC maintained strong performance in legal enforcement, system availability to ensure that consumers can seamlessly lodge complaints, and payment processing. A total of 23 cases were presented before the National Consumer Tribunal and/or the courts, of which 19 cases were decided in favour of the NCC, resulting in a success rate of 83%. This achievement demonstrates the NCC's effectiveness in litigation, enforcement proceedings, and the presentation of matters aimed at protecting consumer rights and ensuring compliance with consumer protection legislation.

The NCC also sustained high levels of system reliability and accessibility, with the complaints handling e-Service System and website achieving 99.41% availability during the reporting period. The continued stability and accessibility of these digital platforms enhanced service delivery by enabling consumers and stakeholders to access information and lodge complaints efficiently with minimal disruptions.

In support of sound financial management and operational efficiency, 1 416 invoices were paid within 20 business days, with an average payment turnaround time of 6.56 days. This performance reflects the NCC's commitment to compliance with public finance requirements and maintaining positive relationships with service providers.

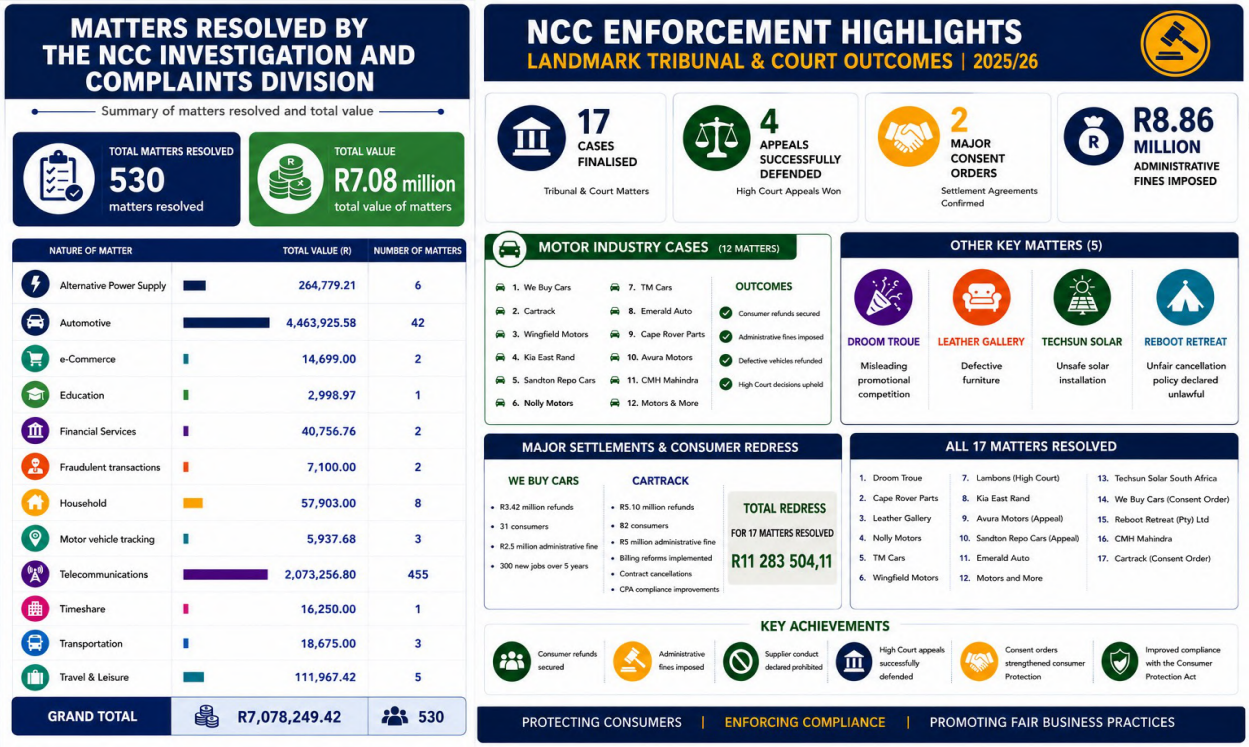
The NCC achieved 100% performance in this programme, reflecting effective governance and improved operational efficiency during the 2025/2026 financial year.

TABLE 8: OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT FOR PROGRAMME 4

OUTCOME	OUTPUT	OUTPUT INDICATOR	AUDITED ACTUAL PERFORMANCE 2023/2024	AUDITED ACTUAL PERFORMANCE 2024/2025	PLANNED ANNUAL TARGET 2025/2026	ACTUAL ACHIEVEMENT 2025/2026	DEVIATION FROM PLANNED TARGET TO ACTUAL ACHIEVEMENT 2025/2026	REASONS FOR DEVIATIONS
Success before NCT and Courts.	Success rate in cases presented before the National Consumer Tribunal and Courts.	Percentage of cases in favour of the NCC matters brought before the National Consumer Tribunal and/or Courts.	N/A	**Achieved** 90.47% success rate. 19 of 21 of judgements issued by the NCT or Courts during this quarter were in favour of the Commission. Two (2) judgements were against the Commission.	80% success rate in cases presented before the National Consumer Tribunal and/or Courts.	**Achieved** 83% (19 out of 23) cases presented before the National Consumer Tribunal and/or Courts were in favour of the NCC.	Actual performance exceeded the target by 3 percentage points.	Thorough investigations into alleged prohibited conduct before referring matters to the NCT and convincing judgements before the NCT.
Continuous improvement of business processes to increase productivity and reduce inefficiencies.	Available complaints handling e-Service System and Website.	Percentage of availability of complaints handling e-Service System and Website.	N/A	**Achieved** 97% availability of complaints handling e-Service System and Website.	95% availability of complaints handling e-Service System and Website	**Achieved** 99.41% availability of complaints handling e-Service System and Website.	Actual performance exceeded the target by 4.4 percentage points.	Lesser unplanned downtime due to maintenance and upkeep of the website.
Improved turnaround times for payment of service providers.	Pay service providers within 20 business days.	Number of days taken to pay suppliers.	N/A	**Not Achieved** 473 of 481 service providers were paid within 20 business days.	Pay service providers within 20 business days.	**Achieved** 1 416 invoices of service providers were paid within 20 business days (Average of 6.56 days).	The target was exceeded by an average of 14.44 days.	Sound internal control environment on the processing of payments.
Mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	Acquire a functional mobile unit.	A functional mobile unit to increase brand awareness, enhance visibility, expand reach, and create direct engagement with consumers, particularly in rural communities.	N/A	N/A	Business case for the mobile unit.	**Achieved** Business case for the mobile unit developed and approved.	N/A	N/A

TEXTBOX 3

REDRESS TO CONSUMERS BY THE NCC



In total, the NCC's investigation and enforcement activities have impacted 664 consumers and secured redress to the total value of R18 361 753.53.The resolution of complaints by the complaints management and investigation activities has led to a total of R7 078 249.42 being saved for 530 consumers, in the form of actual refunds, credits to their accounts, amongst other measures. The NCC secured redress in nineteen matters referred to the NCT for prosecution. The NCT ruled in favour of the NCC, ordering suppliers to provide refunds to consumers and, where appropriate, imposing administrative fines. As a result, total consumer redress of R11 283 504.11 was secured for 134 consumers.

The table below notes the 17 matters where enforcement actions were taken and redress for consumers was ordered by either the NCT or the courts:

TABLE 9: ENFORCEMENT ACTION AND REDRESS FOR CONSUMERS

NO.	SUPPLIER	DESCRIPTION OF THE MATTER
1.	**Droom Troue**	**Nature of the matter:** Between August 2022 and April 2023, complaints were lodged against Droom Troue for advertising a R500,000 (Five Hundred Thousand Rand) wedding prize, requiring R5 (Five Rand) SMS entries and later demanding R25,000–R60,000 (Twenty-five Thousand to Sixty Thousand Rand) to "claim" the prize. After payments, communication ceased. The respondent claimed Droom Troue was a reality show, not a promotional competition, and that fees were disclosed and non-refundable. **Ruling:** The Tribunal found the marketing misleading, as it implied a competition when it was a casting process. This violated sections 4(5)(b) and 36(2)(a)(i) of the CPA. **Refunds and Administrative fine:** The NCT set aside the MOUs, ordered refunds of over R265,000 (Two Hundred and Sixty-five Thousand Rand), imposed a R250,000 (Two Hundred and Fifty Thousand Rand) fine, and granted an interdict to prevent future misconduct. This case reinforces the CPA's role in protecting consumers from deceptive schemes disguised as promotions.

TABLE 9: ENFORCEMENT ACTION AND REDRESS FOR CONSUMERS (CONTINUED)

NO.	SUPPLIER	DESCRIPTION OF THE MATTER
2.	**Cape Rover Parts**	**Nature of the matter:** The matter arose from a complaint lodged with the NCC by a consumer who paid R34,655.00 to Cape Rover Parts (Pty) Ltd t/a Philipi Auto Parts for vehicle repairs. The consumer alleged that the repairs were promised within one week, but the vehicle was not returned despite the respondent's assurances during the NCC's investigation that it would be repaired and made available for collection. The NCC subsequently referred the matter to the Tribunal for adjudication. **Settlement reached:** Before the hearing, the parties reached a settlement agreement, which the Tribunal confirmed as a consent order. In terms of the agreement, the respondent undertook to refund the consumer the full amount of R34,655.00 and to return the vehicle by 5 June 2025, with only the engine removed. The Tribunal found the settlement to be lawful, voluntary, and in the interests of justice, and therefore made it an order of the Tribunal.
3	**Econocom 357 (Pty) Ltd t/a Leather gallery**	**Nature of the matter:** The NCC referred four consumer complaints against Econocom 357 (Pty) Ltd t/a Leather Gallery involving allegedly defective furniture and a dispute relating to a special-order lounge suite. The complaints included couches that developed spring noises, a lounge suite with peeling and cracked leather within six months of delivery, and a consumer who sought changes to a special-order couch after placing an order. Following its investigation, the NCC alleged that the respondent had contravened various provisions of the Consumer Protection Act (CPA). **Ruling:** The NCT found that only the complaint relating to the peeling and cracked leather lounge suite established a contravention of section 56(2) read with section 55(2)(b) of the CPA. It held that the deterioration of the leather within six months indicated compromised quality and entitled the consumer to a refund. The Tribunal ordered the respondent to refund the consumer an amount of R50,799.00 upon collection of the defective goods, declared the conduct prohibited, and interdicted the respondent from engaging in similar conduct. No administrative fine was imposed, as the Tribunal found that only one of the four complaints proved a contravention of the CPA.
4	**Nolly Motors (Pty) Ltd**	**Nature of the matter:** The NCC referred a complaint against Nolly Motors (Pty) Ltd after a consumer purchased a used 2013 Audi A4 for R146,000 and discovered several defects shortly after delivery, including a leaking water reservoir, suspension defects, worn tyres, and overheating issues. The consumer reported the defects to the respondent within days of purchase and later requested the cancellation of the sale agreement and a refund. However, the respondent refused to undertake any repairs or provide a refund, leading the NCC to investigate and refer the matter to the Tribunal. **Ruling:** The Tribunal found that the respondent had contravened section 56(2)(a) and (b) read with section 55(2)(a)–(c) of the CPA by refusing to repair the vehicle's defects or honour the consumer's request for cancellation and a refund. It declared the conduct prohibited, interdicted the respondent from engaging in similar conduct, and ordered it to refund the consumer the full purchase price of R146,000, after which the vehicle must be collected from the consumer at the respondent's expense. The Tribunal declined to award the consumer's repair costs or impose an administrative fine.
5	**TM CARS (PTY) LTD**	**Nature of the matter:** The NCT confirmed a settlement made between the NCC and TM Cars (PTY) Ltd, a Cape Town-based car dealership, thereby making it an order of the Tribunal. The NCC investigated the consumer's complaint, which revealed that on 22 May 2022, the consumer purchased a 2013 3.0 D-40 Toyota Fortuner and paid R225 000.00 to the supplier. On the same day, the vehicle developed certain defects and was returned to the supplier for repairs. However, shortly after being returned to the consumer, the same defects persisted. **Ruling:** The supplier contravened section 55(2)(a) -(c) read with section 56(3)(b) of the CPA. The supplier agreed to refund the consumer R150,000.00. an administrative fine of R10 000 was also imposed on the supplier.
6	**Appeal – Wingfield Motors**	**Nature of the matter:** The NCT ordered that the supplier violated sections 55(2)(a) -(c) and 56(2). The 1st respondent was ordered to refund the consumer R568 000 (Five Hundred and Sixty-eight Thousand Rand) within 15 business days. The consumer must return the vehicle after the refund is issued. The supplier must also pay a R50 000 (Fifty Thousand Rand) administrative fine within 30 business days. The supplier launched an appeal with the Western Cape High court against the NCT. **Ruling:** The Western Cape High Court confirmed the decision of the NCT wherein the supplier was ordered to refund the consumer the purchase price of the vehicle in the amount of R568 000.00 and to pay an administration fine in the amount of R50 000.00.

TABLE 9: ENFORCEMENT ACTION AND REDRESS FOR CONSUMERS (CONTINUED)

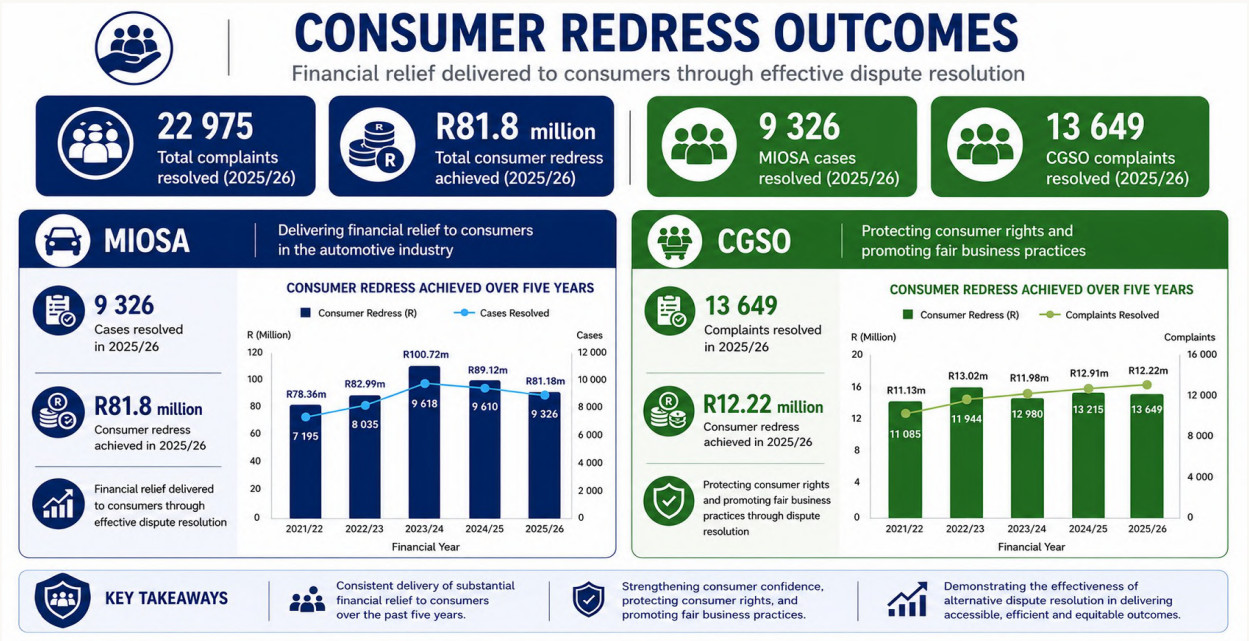
NO.	SUPPLIER	DESCRIPTION OF THE MATTER
7	**Lambons (High Court)**	**Nature of the matter:** In 2012, the consumer bought a GWM Steed for R215 000, which developed recurring defects in a short period of time. Despite repeated repairs, problems persisted, and the supplier refused to grant the consumer a refund. The NCC issued a compliance notice in 2021 ordering a replacement or refund, but Lambons ignored the notice. **Ruling:** In 2023, the Tribunal upheld the compliance notice, ordered a refund of R215 000, and imposed a R200 000 fine. Lambons challenged the decision, but in September 2025 the High Court upheld the notice, refund, and the fine, finding that the supplier had wilfully refused to comply.
8	**KIA East Rand**	**Nature of the matter:** In September 2022, the complainant bought a 2015 Audi A3 from Kia East Rand. The vehicle developed repeated engine and oil pressure defects despite several repairs. Within six months, the complainant cancelled the sale and requested a refund after learning that the car had previous accident damage. Kia East Rand refused, claiming wear and tear. **Ruling:** The NCT found that the vehicle was not of good quality, durable, or fit for purpose (Sections 53 and 56 of the CPA). It ruled that once repairs failed within three months, Kia East Rand was obliged under s56(3) to replace or refund. The NCT ordered a full refund of R245 075 and imposed a R50 000 administrative fine.
9	**Avura Motors (Appeal)**	**Nature of the matter:** The consumer purchased a 2014 Mazda in July 2022 and experienced defects within 28 days. The supplier refused to repair the vehicle, resulting in repair costs being paid by the consumer and the insurer. **Ruling:** The NCC referred the matter to the Tribunal, which found that the supplier contravened sections 55 and 56 of the CPA and ordered the supplier to refund the consumer R31 088.28, to reimburse the warranty provider an amount of R75 000, and to pay an administrative fine of R100 000. The supplier appealed the Tribunal's decision, but the Court of Appeal upheld the order in full and awarded costs against the supplier.
10	**Sandton repo cars (Appeal)**	**Nature of the matter:** The consumer bought a 2018 VW Golf VII for R459 900, believing it had no accident history. Days later, she discovered an oil leak, and a VW dealership confirmed the car had been in an accident and was unsafe. The respondent refused help, citing lack of warranty. The NCC found the respondent contravened sections 51(1)(b), 55(2), and 56(2)(b) of the CPA and referred the matter to the NCT. The respondent claimed the complaint had prescribed and denied liability. **Ruling:** The NCT ruled against the respondent, declared the conduct prohibited, and ordered: • A refund of R459 900 within 30 days; • Vehicle collection at the respondent's cost; and • A R100 000 administrative fine payable within 60 business days. The judgment was confirmed by the High Court upon appeal by the supplier.
11	**Emerald Auto**	**Nature of the matter and settlement:** The NCT confirmed a settlement made between the NCC and Emarald Auto (Pty) Ltd, thereby making it an order of the Tribunal. The NCC investigated the consumer's complaint, which revealed that the consumer purchased a motor vehicle and paid R232 706.53 to the supplier. The vehicle had certain defects, and the consumer requested cancellation of the sale and a full refund. This contravened ssections 55(2)(a)–(c), read with section 56(3)(b), of the CPA. The supplier agreed to refund the consumer R232 706.53.
12	**Motors and more**	**Nature of the matter:** The consumer purchased an engine from the respondent in June 2022 for R12 500. The engine and two subsequent replacements supplied by the respondent were all defective and failed shortly after installation, causing the complainant to incur repeated installation and removal costs. The respondent refused further assistance, and the conduct was found to contravene sections 55 and 56 of the CPA. **Ruling:** The conduct was declared prohibited, and the respondent was ordered to refund the complainant an amount of R4 599.30.

TABLE 9: ENFORCEMENT ACTION AND REDRESS FOR CONSUMERS (CONTINUED)

NO.	SUPPLIER	DESCRIPTION OF THE MATTER
13	**Techsun Solar South Africa**	**Nature of the matter:** On 18 August 2023, the consumer contracted the respondent to supply and install solar panels and roof mounting equipment for R52 210, including installation and a Certificate of Compliance (COC). After installation, serious safety and compliance concerns were identified. Independent assessments confirmed that the installers were unqualified, the COC was invalid, and the installation did not comply with electrical regulations. **Ruling:** Following an NCC investigation, the Tribunal found that the respondent contravened section 54(1)(b) of the CPA. The respondent was ordered to refund 90% of the installation fee (R15 007.50) and to pay an administrative fine of R100 000, due to the safety risks and non-compliant conduct.
14	**We Buy Cars (consent order)**	**Nature of the matter and settlement:** The NCT confirmed a settlement agreement between the NCC and We Buy Cars (Pty) Ltd (WBC), following constructive engagement between the parties regarding various instances of prohibited conduct in which We Buy Cars engaged. The settlement was referred to the Tribunal on 3 December 2025 and confirmed on 19 December 2025 as a consent order in terms of section 74(1) of the Consumer Protection Act. **Settlement:** In terms of the consent order, We Buy Cars agreed to pay an administrative fine of R2 500 000, refund a total of R3 419 971.83 to 31 affected consumers, revise its terms and conditions to comply with the CPA, implement a consumer awareness programme on pre-owned vehicle purchases and consumer rights, and create 300 additional jobs over a five-year period to enhance customer service and consumer experience. The total amount to be spent on jobs will be between R180 million and R195 million over a period of five years.
15	**Reboot Retreat (Pty) Ltd**	**Nature of the matter:** The NCT considered an application by the NCC after a consumer cancelled a retreat booking and was denied a refund of her R9 500 deposit based on a 60-day forfeiture policy. **Ruling:** The NCT found that the supplier failed to disclose its cancellation policy as required, unlawfully imposed a blanket non-refundable deposit without considering the reasonableness factors in section 17(4) of the CPA, and included terms that effectively avoided statutory obligations.
16	**Kempster Sedgewick (Pty) Ltd trading as CMH Mahindra**	**Nature of the matter:** The Tribunal found that Kempster Sedgewick (Pty) Ltd supplied a new vehicle with a defective steering vibration, constituting a breach of section 55(2) of the CPA, despite multiple repair attempts after the consumer's purchase. Although the defect persisted and justified a finding of prohibited conduct, the Tribunal held that the requirements of section 56(3) were not met because the consumer did not report the recurrence of the defect within three months after the initial repair and therefore was not entitled to a full refund or replacement under that provision. **Ruling:** The Tribunal ordered a partial refund of R257 426.67 (after deducting usage), found no basis to impose an administrative fine, and made no costs order. In a dissenting judgment, however, it was argued that the seriousness of the defect, the prolonged prejudice to the consumer, and the need for deterrence justified the imposition of a R1 million administrative penalty.
17	**Cartrack (Pty) Ltd (Consent order)**	**Nature of the matter and settlement:** The NCT confirmed a settlement agreement between the NCC and Cartrack, following constructive engagement between the parties. The settlement was referred to the Tribunal on 2 March 2026 and confirmed on 27 March 2026 as a consent order in terms of section 74(1) of the CPA. **Settlement:** In terms of the consent order, Cartrack agreed to: • Pay an administrative fine of R5 million and refund R5 101 225.00 to 82 affected consumers; • Cancel 66 (sixty-six) contracts without charging a cancellation fee and resolve or cancel 19 (nineteen) complaints related to billing without charging a cancellation fee; • Align its billing model with the revised billing methodology to comply with the CPA within six months; • Not advertise its rewards programme to non-Cartrack clients; and • Amend their terms and conditions to ensure alignment with the provisions of the CPA.

TEXTBOX 4

REDRESS BY THE OMBUD SCHEMES



The NCC works closely with accredited industry ombud schemes to provide consumers with accessible, efficient, and cost-effective dispute resolution under the CPA. While the NCC is the national regulator responsible for enforcing the CPA, it promotes the resolution of disputes through alternative dispute resolution (ADR) mechanisms before formal regulatory intervention. Consumers are therefore directed to the appropriate accredited ombud scheme where their complaints fall within that scheme's jurisdiction.

For complaints relating to the motor industry, the NCC works with MIOSA, which independently resolves disputes between consumers and suppliers in the automotive sector through mediation and conciliation. Similarly, complaints involving consumer goods and services are referred to the Consumer Goods and Services Ombud (CGSO), which enforces the Consumer Goods and Services Industry Code of Conduct and provides free dispute resolution services to consumers.

The relationship between the NCC and these ombud schemes is complementary. The ombuds provide an accessible first avenue for resolving disputes, while the NCC retains its regulatory and oversight role. Where mediation by MIOSA or the CGSO does not resolve a complaint, or where prohibited conduct under the CPA is identified, the matter may be escalated to the NCC for investigation and, where appropriate, referral to the NCT. In addition, the NCC monitors the effectiveness of accredited ombud schemes to ensure they continue to provide fair, independent, and efficient consumer redress.

During the 2025/26 financial year, MIOSA and CGSO continued to play an important role in providing consumers with accessible and independent dispute resolution services. Collectively, the two ombud schemes resolved 22 975 complaints and cases, delivering tangible outcomes for consumers through the resolution of disputes and the recovery of financial losses. MIOSA resolved 9 326 cases, securing consumer redress of R81.18 million, while CGSO resolved 13 649 complaints and achieved consumer redress of R12.22 million.

The five-year trends illustrate the sustained contribution of both ombud schemes to consumer protection. MIOSA has consistently delivered annual consumer redress ranging from R78.36 million to R100.72 million, while CGSO has secured between R11.13 million and R13.02 million over the same period. These outcomes demonstrate the value of effective alternative dispute resolution in providing practical remedies for consumers, strengthening confidence in the complaints resolution process, and promoting fair and accountable business practices across the sectors served by the ombud schemes.

LINKING PERFORMANCE WITH BUDGETS

The NCC had an allocated grant of R88.3 million as per the allocation. The full allocation was received during the financial year. This is made up of an initial allocation to the value of R71.3 million and an additional R17 million allocated during the financial year to alleviate budget pressures. In addition, interest to the value of R3.4 million was projected and an amount of R7.3 million was granted for retention by the National Treasury, increasing the total available resources to R98.9 million. Expenditure incurred amounted to R94.8 million.

TABLE 10: LINKING PERFORMANCE WITH BUDGETS

PROGRAMME	2025/2026			2024/2025		
	BUDGET R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000	BUDGET R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000
Administration	56 059	53 730	2 329	50 416	46 855	3 561
Contribution to Government industrialisation goals	5 319	5 098	221	12 931	12 018	913
Curbing prohibited Conduct	18 349	17 587	762	7 955	7 393	562
Education and awareness	13 842	13 267	575	10 493	9 752	741
Efficient delivery of services	5 412	5 187	225	5 230	4 861	369
Total	**98 981**	**94 869**	**4 112**	**87 025**	**80 878**	**6 147**

STRATEGY TO OVERCOME AREAS OF UNDER PERFORMANCE

The NCC has reviewed its planned performance for the 2026/27 to include more impact-based targets. The regulations governing the implementation of the opt-out register,, being one of the enablers of the opt-out register, have now been approved by the Minister of **the dtic** in the 2026/2027 financial year, and the NCC expects to meet the targets relating to the opt-out register going forward. The NCC will also strengthen its performance monitoring and control systems to ensure that areas of non-performance are identified and corrective action is put in place in a timely manner. While certain targets were not fully achieved, the NCC remained impactful.

NCC meets the Deputy Minister of the dtic.

4. REVENUE **COLLECTION**

Total revenue for the NCC amounted to R90.8 million compared to the estimated R91.7 million. Most of this revenue comprised a grant allocation from **the dtic** amounting to R88.3 million, which was fully received during the financial year. This grant consisted of an initial allocation of R71.3 million, supplemented by an additional R17 million grant allocation to augment the budget.

In addition, interest income was earned on invested funds. The NCC was also granted approval by National Treasury to retain surplus funds generated during the 2024/25 financial year. This surplus was carried forward and allocated to the current financial year, resulting in total available cash resources of R98 million.

TABLE 11: REVENUE COLLECTION

SOURCES OF REVENUE	2025/2026			2024/2025		
	ESTIMATE R'000	ACTUAL AMOUNT COLLECTED R'000	(OVER)/UNDER COLLECTION R'000	ESTIMATE R'000	ACTUAL AMOUNT COLLECTED R'000	(OVER)/UNDER COLLECTION R'000
Government grants	88 360	88 360	0	71 220	71 220	0
Interest Income	3 356	2 467	889	3 000	2 730	270
Sundry Income				0	128	(128)
Other Income	0	7	(7)	0	423	(423)
Total Revenue	**91 716**	**90 834**	**882**	**74 220**	**74 500**	**280**
Accumulated Surpluses	7 265	7 265	0	12 805	12 805	0
Total Available Resources	**98 981**	**98 099**	**882**	**87 025**	**87 305**	**280**

5. CAPITAL **INVESTMENT**

The total budget allocated for the acquisition of capital assets for the 2025/26 financial year amounted to R4.809 million, against which actual expenditure of R1.759 million was incurred before the end of the financial year. Expenditure on computer equipment was fully utilised in line with the approved budget of R447 000.

The main variance relates to motor vehicles, where expenditure of R1.312 million was incurred against a budget of R4.1 million. The remainder of the budget was committed to the procurement of motor vehicles, with the acquisition process completed by the end of the financial year.

TABLE 12: AQUISITION OF CAPITAL ASSETS

INFRASTRUCTURE PROJECTS	2025/2026			2024/2025		
	BUDGET R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000	BUDGET R'000	ACTUAL EXPENDITURE R'000	(OVER)/UNDER EXPENDITURE R'000
Computer Equipment	447	447	0	552	529	23
Furniture	250	0	250	0	0	0
Motor Vehicles	4 112	1 312	2 800	0	0	0
Total	**4 809**	**1 759**	**3 050**	**552**	**529**	**23**

NCC's Participation in the 16th session of the United Nations Conference on Trade and Development (UNCTAD).

PART C

GOVERNANCE

1. INTRODUCTION

Corporate governance embodies processes and systems by which public entities are directed, controlled and held to account. In addition to legislative requirements based on the CPA, corporate governance regarding public entities is applied through the precepts of the PFMA and run in tandem with the principles contained in the King's Report on Corporate Governance. Parliament, the Executive Authority and the Accounting Authority of the public entity are responsible for corporate governance. The Commissioner is the Accounting Authority in terms of section 49 of the PFMA and is responsible for the overall functioning of the NCC, as the NCC does not have a Board. In accordance with the PFMA, oversight of the NCC is exercised by the Executive Authority, being the Minister of Trade, Industry and Competition, together with the Parliamentary Portfolio Committee on Trade, Industry and Competition.

2. PORTFOLIO COMMITTEE

On 25 February 2026, the NCC appeared before the Parliamentary Portfolio Committee on Trade, Industry and Competition to account for its performance during the 2025/26 financial year. During the engagement, the NCC reported on its first, second and third quarters' financial and non-financial performance. The Committee exercised its oversight role by interrogating the NCC's performance against its Annual Performance Plan, budget utilisation and service delivery commitments. No significant concerns were raised during the engagement, reflecting the NCC's continued commitment to sound governance, transparency and accountability.

3. EXECUTIVE AUTHORITY

The Executive Authority continued to provide oversight of the NCC in accordance with the provisions of the PFMA. The NCC complied with all statutory reporting obligations and submitted the required APPs, budget requirements, quarterly reports, the Annual Report for the financial year, and other required submissions within the prescribed timeframes. The Executive Authority was regularly informed of the NCC's performance against the plans, financial performance, governance matters, strategic risks, audit outcomes, and progress in implementing corrective actions arising from both internal and external audit findings. These oversight mechanisms strengthened accountability and ensured continued compliance with legislative and regulatory requirements.

4. INTERNAL COMMITTEES

The AA is supported by internal committees in executing its mandate. These committees are:

4.1. EXECUTIVE COMMITTEE

The management of the NCC is overseen by the Executive Committee (EXCO), comprising Heads of Divisions. The EXCO is responsible for the NCC's strategic direction, performance monitoring, evaluation, and reporting.

4.2. MANAGEMENT COMMITTEE

The Management Committee (MANCO) comprises all senior management responsible for the different units.

The MANCO is responsible for overseeing and advising on the implementation of the Annual Operational Plans (AOP) on a monthly basis and the APP on a quarterly basis. This committee recommends to EXCO pertinent issues related to the delivery of services as articulated in the AOP and APP, and the associated risks.

4.3. STEERING COMMITTEE

The Steering Committee is constituted by Heads of Divisions responsible for discharging all functions flowing directly from the mandate within the CPA.

The Steering Committee reviews and screens complaints lodged, oversees investigation reports, determines whether there is sufficient evidence to proceed with enforcement action, and makes recommendations on those matters that have an impact on the functioning of the NCC.

4.4. ICT STEERING COMMITTEE

This Committee is responsible for ensuring that the organisation's framework for the corporate governance of ICT is developed, implemented, managed, monitored, and evaluated.

The Committee is responsible for creating an enabling environment that improves the performance management of ICT, the management of ICT risks within the risk appetite of the organisation, realising benefits from ICT projects, providing strategic leadership towards digitalisation of the organisation's business processes, providing recommendations and reporting to EXCO on pertinent ICT issues, including ICT strategies, policies, and plans.

4.5. LOSS CONTROL COMMITTEE

The Committee falls under the custodianship of the Chief Financial Officer (CFO), and the members are appointed by the AA.

The purpose of the Loss Control Committee is to assess, evaluate, and make recommendations on losses, damages and/or liability claims that take place in the ordinary course of the NCC. The Committee also considers reports in terms of irregular, fruitless or unauthorised expenditure emanating from non-compliance with the PFMA and Procurement Regulations.

4.6. EMPLOYMENT EQUITY AND SKILLS DEVELOPMENT COMMITTEE

The members of this Committee are representatives from management and labour and are appointed by the AA. The first role of this Committee is to help NCC comply with the Employment Equity Act (EEA) and promote diversity and inclusion. The Committee works with management to develop and implement an EEA plan that outlines strategies for promoting equity in hiring and monitors the progress of the plan, tracks its effectiveness, and recommends necessary adjustments.

The second role is to help develop and implement the Workplace Skills Plan (WSP). The Committee ensures that employees have the necessary skills for their roles and to adapt to changing industry demands.

4.7 RISK MANAGEMENT COMMITTEE

The Risk Management Committee (RMC) is constituted by Heads of Divisions and is chaired by an independent chairperson.

The RMC is responsible for implementing the Risk Management Policy and Strategy, and Implementation Plan. In developing its Risk Strategy, the NCC identified strategic and operational risks and developed and implemented management action plans to mitigate the risks to an acceptable level.

5. RISK MANAGEMENT

The NCC continued to implement an integrated enterprise risk management framework in compliance with section 51(1)(a) of the PFMA, which requires the AA to maintain effective, efficient and transparent systems of risk management and internal control. During the 2025/26 financial year, the NCC conducted strategic and operational risk assessments, identifying six strategic risks and thirty-two operational risks aligned with its Strategic Plan and Annual Performance Plan. In collaboration with the Special Investigating Unit (SIU), the NCC also identified seven fraud risks and developed appropriate risk treatment plans to strengthen fraud prevention and detection.

Implementation of risk mitigation measures remained a priority throughout the year, with the NCC implementing 92% of planned risk mitigation plans. The remaining actions will continue to be monitored and implemented during the 2026/27 financial year.

Key risks faced by the NCC remained funding constraints, which have a ripple effect on various aspects of service delivery, including the availability of resources. The NCC continued to engage with **the dtic**, and additional funds were made available for the 2026/27 financial year. The NCC procured a fleet to bolster its investigation and enforcement functions. The NCC also prioritises filling vacancies that may negatively affect the delivery of the organisational mandate.

The NCC maintained a Risk Maturity Level 4 in terms of the National Treasury Risk Maturity Assessment Model, demonstrating that risk management practices are embedded within the organisation and integrated into decision-making processes. Risk information is routinely communicated to management and oversight structures, enabling proactive monitoring of strategic and operational risks.

The NCC also continued strengthening its governance environment through the implementation of its Combined Assurance Framework, ongoing monitoring of internal and external audit findings, and oversight by the Audit and Risk Committee and Risk Management Committee. Significant progress was made in addressing audit findings, and the NCC ensured continuous monitoring to minimise the recurrence of control weaknesses.

The Risk Management Committee plays an oversight role on the implementation of risk management strategies and provides support to the Audit Committee and the Executive Committee.

6. INTERNAL CONTROLS

The NCC continued to strengthen its system of internal controls during the 2025/26 financial year through the ongoing review of policies, Standard Operating Procedures (SOPs), and governance frameworks. The NCC maintained a register of approved policies, strategies, and SOPs and continued to update those requiring revision to enhance compliance and operational effectiveness.

To reinforce accountability and promote sound governance, the NCC implemented its Delegations of Authority Framework, which clearly defined decision-making responsibilities and approval limits across the organisation. The framework also strengthened segregation of duties.

The NCC also continued to implement action plans arising from internal and external audit findings. Progress on the implementation of audit recommendations was monitored regularly by management to ensure that identified control weaknesses were addressed within agreed timeframes.

These initiatives contributed to strengthening the NCC's internal control environment.

7. INTERNAL AUDIT

The NCC maintained an independent and objective internal audit function to provide assurance on the adequacy and effectiveness of governance, risk management and internal control processes. The internal audit function is outsourced to Rain Chartered Accountants, an independent service provider appointed to execute the approved risk-based Internal Audit Plan and to report functionally to the Audit and Risk Committee.

The internal audit function plays a critical role in assisting the Accounting Authority to fulfil its responsibilities in terms of section 51 of the PFMA. Through its independent reviews, internal audit provides assurance on the effectiveness of internal controls, compliance with applicable legislation and policies, the reliability of performance and financial information, and the adequacy of risk management processes.

During the 2025/26 financial year, the internal audit function implemented the approved Internal Audit Plan and completed the following assurance reviews:

- Annual Financial Statements Review;
- Annual Performance Report Review;
- Quarter 1 Predetermined Objectives Review;
- Education and Advocacy Review;
- IT Security and Governance Review;
- Financial Management Review; and
- Human Resources and Payroll Review.

In addition, work commenced on the Supply Chain Management Review, the Quarter 3 Predetermined Objectives Review, and the Governance and Compliance Review, none of which were completed by year-end. These audits were finalised during the first quarter of the 2026/27 financial year.

The internal audit function also supported the NCC through quarterly combined assurance activities, attendance at Audit and Risk Committee meetings, and other advisory services.

The internal audit reviews concluded that the NCC had generally established adequate internal control systems across the areas reviewed, while identifying opportunities to strengthen control effectiveness in specific operational areas. Recommendations arising from the audits were considered by management, with action plans developed to address the identified findings and enhance the overall control environment. Rain Chartered Accountants did not declare any conflict of interest, thereby reinforcing the integrity and independence of the internal audit function. There were no significant internal audit findings pending as at 31 March 2026.

8. AUDIT AND RISK COMMITTEE

During the 2025/26 financial year, changes were made to the composition of the ARC following the expiry of the terms of office of three independent members during October 2025 and January 2026. The NCC subsequently appointed a new ARC, effective 4 March 2026, for a three-year term ending on 3 March 2029.

As the new Committee was appointed towards the end of the financial year, the members did not attend any ARC meetings during the reporting period. The newly appointed members were, however, duly inducted to enable them to effectively discharge their oversight responsibilities.

The NCC does not pay remuneration to members of the Audit and Risk Committee employed by organs of state. Detailed remuneration is disclosed in the Annual Financial Statements.

All members formally declared that there there are no factors that may impair their ability to execute their duties independently.

COMPOSITION OF THE AUDIT COMMITTEE AND MEETING ATTENDANCE

The table below discloses relevant information on the audit committee members.

TABLE 13: COMPOSITION OF THE AUDIT COMMITTEE

Name	Qualifications	Professional Affiliation	Appointment: Term of Office		No. of meetings attended 2025/26		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)	Comments
			Start date	End date	Ordinary Meetings	Special Meetings			
Mr. Faizal Docrat (Chairperson)	MBA, MAP	CISA, CISM, CGEIT, CD (SA), CRM-Prac, COPE	14 October 2021	15 October 2025	2	2	Yes	No	Member was reappointed on the 17th of October 2024 for a period of 12 months.
Mr. Ntona Marota	MBA, CA (SA), RA, BCom Honours Accounting, B Computations.	SAICA	14 October 2021	15 October 2025	2	2	Yes	No	Member was reappointed on the 17th of October 2024 for a period of 12 months.
Dr Adv. Linda Mbana	Doctor of Policing; Master Legum in Labour Law; Bachelor of Laws, B-Juris		06 January 2022	18 January 2026	1	0	Yes	Yes	Member was reappointed on the 20th of January 2025 for a period of twelve months.
Ms. Nontombi Matomela	BA (Hons) Development Studies		17 December 2016	N/A	2	1	Yes	Yes	The member is a representative of the shareholder, **the dtic**.
Mr Pfarelo Mukwevho (Chairperson)	BCom Hons Finance Bachelor of Laws MPhil in Insolvency and Business Rescue BCom Law ND Accounting BCom Financial Accounting		4 March 2026	3 March 2029	0	0	N/A	No	The member only attended induction during the 2025/2026 financial year.
Mr Moshabi Putu	Master of Business Leadership; BCom; Bachelor of Laws; Bachelor of Accounting Sciences	SAIPA	4 March 2026	3 March 2029	0	0	N/A	No	The member only attended induction during the 2025/2026 financial year.
Dr Laura Best	PhD Business Management; Master of Arts in Development Studies; BA Honours Labour Relations; Bachelor of Social Sciences		4 March 2026	3 March 2029	0	0	N/A	No	The member only attended induction during the 2025/2026 financial year.

9. COMPLIANCE WITH LAWS AND REGULATIONS

The NCC has a Compliance Framework that contains a comprehensive compliance universe. The NCC reports quarterly to the Executive Authority on its compliance with the PFMA, Treasury Regulations, and various Treasury directives. Moreover, the NCC complies with all applicable laws and regulations.

10. FRAUD AND CORRUPTION

The NCC maintained a zero-tolerance approach towards fraud, corruption and unethical conduct. Fraud prevention forms an integral part of the NCC's risk management framework and is supported by the Fraud Prevention and Anti-Corruption Plan, regular fraud risk assessments, employee awareness initiatives and consequence management processes.

During the year under review, one fraud-related incident involving an attempted bribery by a service provider was reported by an employee to the Finance and Supply Chain Management Unit. The matter was handled by Legal Services, the relevant procurement process was terminated through cancellation of the purchase order, and the supplier has been requested to make representations before a decision is made to report to National Treasury for possible restriction from conducting business with the State and SAPS. This demonstrated the effectiveness of the NCC's fraud reporting mechanisms, ethical reporting culture and commitment to appropriate consequence management.

11. CODE OF CONDUCT AND CONFLICT OF INTEREST

The NCC's Code of Conduct and Supply Chain Management policy requires Supply Chain Management officials, executives, and senior managers to declare their financial and other interests on a regular basis. Where a conflict of interest arises, employees are not permitted to participate in or decide on matters in which they are conflicted. Instead, they are required to formally recuse themselves from the decision-making process.

This requirement is important as it safeguards the integrity of the NCC's processes and ensures that decision-making remains independent, impartial, and free from undue influence.

12. AUDIT COMMITTEE REPORT

INTRODUCTION

The ARC presents its report for the financial year ended 31 March 2026. This report is presented as required by the PFMA and Treasury Regulations, which require the Audit and Risk Committee to report on the effectiveness of internal controls in the institution.

AUDIT AND RISK COMMITTEE (ARC) RESPONSIBILITIES

The NCC is committed to clean governance. The ARC is an important structure in the realisation of this commitment. Following the expiry of the contracts of the previous ARC members in October 2025 and January 2026, the Accounting Authority reconstituted the Audit and Risk Committee by appointing three members, who commenced their responsibilities with effect from 4 March 2026.

The ARC complied with its responsibilities arising from Section 51(1)(a)(ii) of the PFMA and the National Treasury Regulations.

The ARC also regulated its affairs in compliance with its Charter and has discharged all its responsibilities as contained therein.

COMPOSITION AND MEETINGS

The ARC held four meetings. The table below discloses relevant information about the ARC members:

Name	Internal or external	Position	No. of Meetings attended	Membership Appointment and Expiry
Mr Faizal Docrat	External	Former Chairperson	4	Expiry 15 October 2025
Mr Ntona Marota	External	Former Member	4	Expiry 15 October 2025
Dr. Adv. Linda Mbana	External	Former Member	1	Expiry 18 January 2026
Ms Nontombi Matomela	External	**the dtic** representative	3	Appointment 17 December 2016
Mr Pfarelo Mukwevho	External	Chairperson	0	Appointment 4 March 2026
Dr Laura Best	External	Member	0	Appointment 4 March 2026
Mr Moshabi Putu	External	Member	0	Appointment 4 March 2026

INTERNAL AUDIT FUNCTION

As required by the National Treasury Regulations, the ARC considered and approved the Internal Audit three-year rolling plan, which is based on the NCC's strategic risk assessment.

The Internal Audit has a functional reporting line to the ARC and an administrative reporting line to the Commissioner. The Internal Audit reports quarterly on the adequacy and effectiveness of internal controls, governance, and risk management.

The ARC is satisfied with the independence of Internal Audit. The Internal Audit function is currently outsourced due to the size of the NCC.

The Internal Audit function provided the ARC and management with assurance that the internal controls were adequately designed and functioning as intended.

At its meetings for the first and fourth quarters, the ARC considered the work performed by the Internal Audit and the progress made by management in resolving Internal Audit findings.

EXTERNAL AUDIT FUNCTION

The ARC concurred with AGSA's appointment of MGI RAS as the external auditors of the NCC.

The ARC reviewed the engagement letter, the audit strategy, and the management and audit reports relating to the 2025/26 financial year.

There were no material findings reported in the management and audit reports. The ARC will monitor the implementation of the action plan relating to audit findings emanating from the 2025–2026 financial year.

EFFECTIVENESS OF INTERNAL CONTROL

The ARC is satisfied with the effectiveness of internal controls within the NCC. This is evidenced by the internal and external audit reports for the 2025/26 financial year.

Management has also resolved some of the internal control deficiencies identified in the previous audit reports.

EVALUATION OF FINANCIAL STATEMENTS

The ARC reviewed the annual financial statements before and after the external audit process.

"The Internal Audit function provided the ARC and management with assurance that the internal controls were adequately designed and functioning as intended."

The financial statements were fairly presented, as confirmed in the external auditor's report. This is evidence of an effective control environment and quality assurance processes maintained by the NCC.

RISK MANAGEMENT, GOVERNANCE AND COMPLIANCE

The ARC reviewed the mitigating plans, their implementation, and reports by Internal Audit and management. The ARC concluded that the mitigating plans were adequate to address significant strategic and critical operational risks facing the NCC. The ARC noted funding risk as one of the key strategic risks facing the organisation.

CONCLUSION

The ARC wishes to express its sincere appreciation to the Acting Commissioner and management for enabling the ARC to execute its functions.

This report is signed on behalf of the ARC by:

Mr Pfarelo Mukwevho
Chairperson of the ARC
Date: 31 August 2026

13. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the BBBEE requirements of the B-BBEE Act of 2013 as determined by **the dtic**.

Has the NCC applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1–8) with regard to the following:

TABLE 14: B-BBEE COMPLIANCE PERFORMANCE INFORMATION

CRITERIA	RESPONSE YES / NO	DISCUSSION
Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law?	No	N/A
Developing and implementing a preferential procurement policy?	Yes	The NCC's Supply Chain Management policy allocates preferential points in support of previously disadvantaged
Determining qualification criteria for the sale of state-owned enterprises?	No	N/A
Developing criteria for entering partnerships with the private sector?	No	N/A
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment?	No	N/A

NCC women's day celebration

NCC Executive team meets the Deputy Minister of the dtic.

NCC men's day celebration.

PART D

HUMAN RESOURCE **MANAGEMENT**

1. INTRODUCTION

The NCC operated under ongoing budget constraints, which significantly affected its human resource capacity and resulted in several approved posts remaining vacant. As a result, HR efforts during the period were directed at strengthening institutional capacity by prioritising critical vacancies, reviewing the organisational structure, and repurposing positions to support emerging functions such as the Opt-Out Register.

While the NCC continued to attract qualified staff, retention remained difficult due to limited financial resources, particularly the inability to fully fund benefits such as performance bonuses. In response, the NCC introduced a bursary policy and expanded internship opportunities to support employee development and improve long-term retention prospects.

Employee wellness was maintained through a partnership with Health First, which provided staff with access to wellness services.

HR policies were also reviewed and aligned with relevant legislation and best practice standards, following appropriate consultation and approval processes.

Notable achievements included the successful implementation of the internship programme, which hosted 29 interns during the reporting period, with three subsequently appointed permanently within the NCC. Several interns were sponsored by the PSETA through the Memorandum of Understanding (MoU) between the two institutions, which aimed to address capacity constraints and skills gaps within the NCC while providing valuable workplace experience to participants. The bursary programme further reinforced the Commission's commitment to employee development and skills enhancement.

Overall, the key constraint remained insufficient funding, which continued to hinder the filling of critical posts and placed additional pressure on existing staff. Consequently, HR priorities focused on addressing staffing gaps, strengthening organisational capacity, and expanding employee development initiatives through bursaries.

NCC and PSETA MoU signing ceremony

2. HUMAN RESOURCE OVERSIGHT STATISTICS

2.1 PERSONNEL RELATED EXPENDITURE

TABLE 15: PERSONNEL COST BY PROGRAMME

PROGRAMME/ACTIVITY/OBJECTIVE	TOTAL EXPENDITURE FOR THE ENTITY (R'000)	PERSONNEL EXPENDITURE (R'000)	PERSONNEL EXPENDITURE AS A % OF TOTAL EXPENDITURE	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Administration	53 730	14 059	15%	25	562
Contribution to Government's Industrialisation goals	5 098	14 084	15%	29	486
Curbing prohibited conduct	17 587	5 151	5%	9	572
Education and Awareness	13 267	14 595	15%	28	521
Efficient delivery of services	5 187	2 658	3%	6	443
Total	**94 869**	**50 547**	**53%**	**97**	**521**

TABLE 16: PERSONNEL COST BY SALARY BAND

LEVEL	PERSONNEL EXPENDITURE (R'000)	% OF PERSONNEL EXP. TO TOTAL PERSONNEL COST (R'000)	NO. OF EMPLOYEES	AVERAGE PERSONNEL COST PER EMPLOYEE (R'000)
Top Management	986	2%	2	493
Senior Management	17 545	35%	11	1595
Professional qualified	19 381	38%	25	775
Skilled	4 546	9%	11	413
Semi-skilled	6 495	13%	19	342
Interns	1 594	3%	29[4]	55
TOTAL	**50 547**	**100%**	**97**	**521**

PERFORMANCE REWARDS

No performance-related rewards were paid during the 2025/26 financial year.

TABLE 17: TRAINING COSTS

PROGRAMME/ACTIVITY/OBJECTIVE	PERSONNEL EXPENDITURE (R'000)	TRAINING EXPENDITURE	TRAINING EXPENDITURE AS A % OF PERSONNEL COST	NO. OF EMPLOYEES TRAINED	AVERAGE TRAINING COST PER EMPLOYEE (R'000)
All directorates	50 547	R 178	0.35%	21	8

4 Number of interns in the employment of the NCC during the 2025/26 financial year, including those who resigned.

TABLE 18: EMPLOYMENT AND VACANCIES

PROGRAMME/ACTIVITY/OBJECTIVE	2024/2025 NO. OF EMPLOYEES	2025/2026 FUNDED POSTS	2025/2026 NO. OF EMPLOYEES	2025/2026 VACANCIES	% OF VACANCIES
Administration	20	21	17	4	19%
Contribution to Government's Industrialisation goals	12	17	16	1	6%
Curbing prohibited conduct	5	6	6	0	0%
Education and Awareness	13	15	14	1	7%
Efficient delivery of services	12	11	11	0	0%
Total	**62**	**70**	**64**	**6**	**9%**

TABLE 19: EMPLOYMENT CHANGES

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF THE PERIOD
Top Management	2	0	1	1
Senior Management	12	4	1	12
Professional qualified	13	3	3	23
Skilled	20	2	1	10
Semi-skilled	15	2	1	18
TOTAL	62	11	7	64

NCC concludes the MoU with PSETA

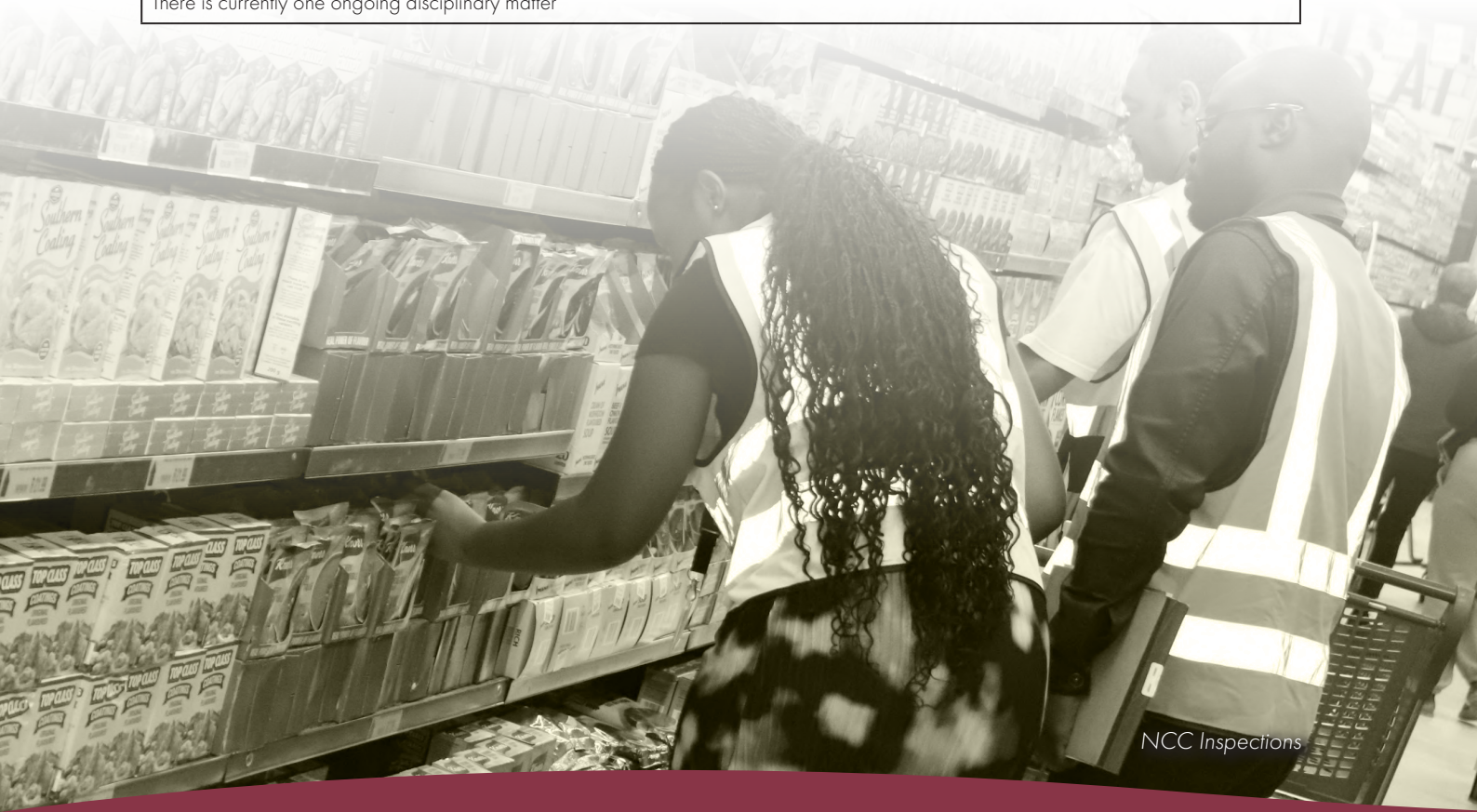
TABLE 20: REASONS FOR STAFF LEAVING

REASON	NUMBER	% OF TOTAL NO. OF STAFF LEAVING
Death	0	0%
Resignation	7	64%
Dismissal	0	0%
Retirement	0	0%
Ill health	1	9%
Expiry of contract	3	27%
Other	0	0%
Total	**11**	**100%**

Most of the employees left the NCC through normal resignations. The NCC, where possible, continues to implement its retention policy to retain skilled employees.

TABLE 21: LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

NATURE OF DISCIPLINARY ACTION	NUMBER
Verbal Warning	0
Written Warning	0
Final Written warning	0
Dismissal	0
Ill health	9%
There is currently one ongoing disciplinary matter	



NCC Inspections

TABLE 22: EQUITY TARGET AND EMPLOYMENT EQUITY STATUS (MALE)

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	1	0	0	0	0	0	0	1
Senior Management	6	0	0	0	1	0	0	0
Professional qualified	10	0	1	0	0	0	0	1
Skilled	4	0	1	0	0	0	0	0
Semi-skilled	6	0	0	0	0	1	0	1
TOTAL	**27**	**0**	**2**	**0**	**0**	**1**	**0**	**3**

TABLE 23: EQUITY TARGET AND EMPLOYMENT EQUITY STATUS (FEMALE)

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0		0	0	0	0	0	0
Senior Management	5		0	1	0	0	0	0
Professional qualified	12		0	1	0	1	0	1
Skilled	5		0	0	0	0	0	0
Semi-skilled	12		0	1	0	1	1	0
TOTAL	**34**		**0**	**3**		**2**	**1**	**1**

TABLE 24: EQUITY TARGET AND EMPLOYMENT EQUITY STATUS (DISABLED)

LEVELS	DISABLED STAFF			
	MALE		FEMALE	
	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	1	0
Skilled	1	0	0	0
Semi-skilled	0	0	1	0
Unskilled	0	0	0	0
TOTAL	**1**	**0**	**2**	**0**

NCC Inspections

PART E

PFMA COMPLIANCE **REPORT**

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1. IRREGULAR EXPENDITURE

a) RECONCILIATION OF IRREGULAR EXPENDITURE

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Opening balance	202.5	0
Adjustment to opening balance	0	0
Opening balance as restated	202.5	0
Add: Irregular expenditure confirmed	0	202.5
Closing balance	**202.5**	**202.5**

The above expenditure relates to the procurement of goods and services without following the SCM processes. An assessment of the facts was conducted, and the matter will be referred to the Relevant Authority for condonation.

RECONCILING NOTES

DESCRIPTION	2025/2026 R'000	2024/2025 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	0	202.5
Total	**0**	**202.5**

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

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure under assessment		
Irregular expenditure under determination	202.5	202.5
Irregular expenditure under investigation		
Total	**202.5**	**202.5**

1.2. FRUITLESS AND WASTEFUL EXPENDITURE

a) RECONCILIATION OF FRUITLESS AND WASTEFUL EXPENDITURE

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Opening balance	49	49
Adjustment to opening balance	0	0
Opening balance as restated	49	49
Add: Fruitless and wasteful expenditure confirmed	12	0
Less: Fruitless and wasteful expenditure recoverable	0	0
Less: Fruitless and wasteful expenditure not recoverable and written off	0	0
Closing balance	**61**	**49**

The expenditure relates to a missed flight in the conduct of the NCC's business. The process to determine the facts and circumstances is underway.

RECONCILING NOTES

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure for the current year	12	0
Total	**12**	**0**

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

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure under assessment		
Fruitless and wasteful expenditure under determination	12	0
Fruitless and wasteful expenditure under investigation		
Total	**12**	**0**

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

DESCRIPTION	Number of invoices	Consolidated Value R'000
Valid invoices received	1,416	39,001
Invoices paid within 30 days or agreed period	1,381	38,863
Invoices paid after 30 days or agreed period	35	138

3. SUPPLY CHAIN MANAGEMENT

3.1. PROCUREMENT BY OTHER MEANS

PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Endpoint Security solution	Aves Cyber Security	Deviation from three quotations	PO2369	50
Catering Services	Brooklyn Lodge	Urgent procurement	PO2364	10
Standards	South Africa Bureau of Standards	Sole supplier	PO2384	6
Ad Space for world consumer rights day	South African Broadcasting Corporation	Single source	PO2415	397
A legal matter between NCC and Others	Seanego Attorneys	Deviation from three quotations–continuation of service		646
CaseWare software for financial statements	Adapt IT	Sole source	PO2432	120
Tracking devices	Tracker	Deviation from three quotations	PO2398	29

PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Appeal matter between Sandown Motor Holding Vs NCC and Another	Cheadle Thompson & Hayson	Deviation from three quotations–continuation of service	PO1649	682
Appeal matter between Platinum Wheels (Pty) Ltd Vs NCC and Another	Seanego	Deviation from three quotations–continuation of service	PO1885	1 560
Mimecast and DMARC services	Mimecast	Deviation from three quotations–continuation of service	PO2273	212
				3 712

3.2. CONTRACT VARIATIONS AND EXPANSIONS

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE R'000	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S R'000	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION R'000
Microsoft Licenses	Altron	Variation on cost and time to avoid service disruptions	PO2154, PO2219, PO2177	1 027	-	521
ICT Backend infrastructure support and maintenance	Datacentrix	Variation on cost and time to avoid service disruptions	PO2162	21 966	763	431
OORs systems support	TMM Tech	Variation on cost to avoid service disruptions	PO2170	350	-	51
FortiGate Firewall Licence for 1 month	Datacentrix	Variation on cost and time to avoid service disruptions	PO2181	1 018	-	91
Legal Matter NCC vs Titan trade	Matshego Ramagaga	Variation because of an appeal by the other party	PO1590	200	-	798
Mimecast and DMARC services	Galix Networking	Variation on cost and time to avoid service disruptions	PO2224	888	93	82
Website hosting	Okuhle	Variation on cost and time to avoid service disruptions	PO1764	346	-	14
Microsoft Teams Phone Licenses	Plus one X Communications	Variation on cost and time to avoid service disruptions	PO1963	1 389	-	183
Total				**27 186**	**856**	**2 174**

"In our opinion, the financial statements present fairly, in all material respects, the financial position of the NCC as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with the applicable financial reporting framework and the requirements of the applicable legislation."

PART F

FINANCIAL **INFORMATION**

GENERAL **INFORMATION**

Country of incorporation and domicile	South Africa
Nature of business and principal activities	The National Consumer Commission is established in terms of Section 85 of the Consumer Protection Act No.68 of 2008 with jurisdiction throughout the Republic of South Africa, to promote and advance the social and economic welfare of consumers in South Africa by establishing a legal framework for the achievement and maintenance of a consumer market that is fair, accessible, efficient, sustainable and responsible for the benefit of consumer.
Member	Mr. Hardin Ratshisusu
Registered office	SABS Campus Building C 1 Dr Lategan Road Groenkloof Pretoria 0027
Business address	SABS Campus Building C 1 Dr Lategan Road Groenkloof Pretoria 0027
Postal address	P.O Box 36628 Menlo Park 0102
Bankers	Nedbank Ltd Reserve Bank
Auditors	MGIRAS INC Registered Auditors
Secretary	Mr. Lefu Nhlapo

ACCOUNTING AUTHORITY'S
RESPONSIBILITIES AND APPROVAL

The Accounting Authority is required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and is 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 Accounting Authority to ensure that the annual financial statements fairly present the state of affairs of the NCC as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the annual financial statements and was 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 Accounting Authority acknowledges that he is ultimately responsible for the system of internal financial control established by the entity and place considerable importance on maintaining a strong control environment. To enable the Accounting Authority to meet these responsibilities, the Accounting Authority sets standards for internal control aimed at reducing the risk of material mistatements. 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 NCC and all employees are required to maintain the highest ethical standards in ensuring the NCC's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the NCC is on identifying, assessing, managing and monitoring all known forms of risk across the NCC. While operating risk cannot be fully eliminated, the NCC endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The Accounting Authority 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. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement.

The Accounting Authority has reviewed the NCC's cash flow forecast for the year to 31 March 2027 and, in the light of this review and the current financial position, he is satisfied that the NCC has or has access to adequate resources to continue in operational existence for the foreseeable future.

The annual financial statements set out on pages 94 to 128, which have been prepared on the going concern basis, were approved on 31 July 2026 and were signed by:

Mr. Hardin Ratshisusu
Acting Commissioner

REPORT OF THE **INDEPENDENT AUDITOR**

INDEPENDENT AUDITOR'S REPORT TO PARLIAMENT ON THE NATIONAL CONSUMER COMMISSION

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

1. We have audited the financial statements of the National Consumer Commission (hereafter referred to as NCC) set out on pages 94 to 128, which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, the cash flow statement and the 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 NCC as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with the applicable financial reporting framework and the requirements of the applicable legislation.

CONTEXT FOR OPINION

3. We conducted our audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor for the audit of the financial statements section of my report.
4. We are independent of the NCC in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors of the (IRBA Code), as applicable to audits of financial statements of public interest entities, 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 the 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	R1 000 000
Basis for determining materiality	1% of expenditure, as disclosed in statement of financial performance presented in the financial statements
Rationale for benchmark applied	Expenditure is an appropriate quantitative indicator of materiality as NCC is a public entity that receives allocation of funds from the Department of Trade, Industry and Competition and how the funds have been spent is the area of interest for the users of the financial statements.

EMPHASIS OF MATTER

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

RESTATEMENT OF CORRESPONDING FIGURES

11. As disclosed in note 31, the corresponding figures for 31 March 2025 were restated to correct the classification of the operating lease liability between current and non-current liabilities.

RESPONSIBILITIES OF THE ACCOUNTING AUTHORITY FOR THE FINANCIAL STATEMENTS

12. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act, no. 1 of 1999 (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.
13. In preparing the financial statements, the accounting authority is responsible for assessing the NCC's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the NCC or to cease operations or has no realistic alternative but to do so.

RESPONSIBILITIES OF THE AUDITOR FOR THE AUDIT OF THE FINANCIAL STATEMENTS

14. 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 my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
15. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page 92, forms part of my auditor's report.

REPORT ON THE ANNUAL PERFORMANCE REPORT

16. In accordance with the Public Audit Act, No. 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 information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
17. We selected the following programmes presented in the annual performance report for the year ended 31 March 2026. We selected those programmes that measure the NCC's performance on its primary mandated functions and that are of significant national, community or public interest. We selected the following programmes for auditing:
    - Programme 1: Contribution to government's industrialisation goals
    - Programme 2: Curbing prohibited conduct
18. We evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the NCC's planning and delivery on its mandate and objectives.
19. We performed procedures to test whether:
    - the indicators used for planning and reporting on performance can be linked directly to the NCC's mandate and the achievement of its planned objectives
    - all the indicators relevant for measuring the NCC's performance against its primary mandated and prioritised functions and planned objectives are included
    - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements

- the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated
- the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents
- the reported performance information is presented in the annual performance report in the prescribed manner
- there is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.

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

OTHER MATTER

22. We draw attention to the matter below.

ACHIEVEMENT OF PLANNED TARGETS

23. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under- achievements.
24. The table that follows provide information on the achievement of planned targets and list the key indicators that were not achieved for the programmes we selected for auditing as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report on pages 33 to 66.

KEY OUTPUT INDICATORS NOT ACHIEVED

Targets achieved: 75%		
KEY INDICATOR NOT ACHIEVED	PLANNED TARGET	REPORTED ACHIEVEMENT
Number of business education programmes targeting companies in industrial parks conducted to ensure compliance with the CPA	4 programmes	3 programmes
Percentage of direct marketers registered on the opt-out register	25%	0%
Time taken to administer product recalls and issue communication	All product recalls within 40 business days	92 of 98 recalls completed within 40 business days

REPORT ON COMPLIANCE WITH LEGISLATION

25. 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 NCC's compliance with legislation.
26. We performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the Auditor-General of South Africa (AGSA). This engagement is not an assurance engagement. Accordingly, we do not express an assurance opinion or conclusion.
27. 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 NCC, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
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 included in the annual report, which includes the foreword by Minister of **the dtic**, Accounting Authority's overview and the Audit and Risk committee's report. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped- in 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 my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and 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 this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
32. We had not yet received the other information prior to the date of this auditor's report. When we receive and read this information, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, we may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

INTERNAL CONTROL DEFICIENCIES

33. 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.
34. We did not identify any significant deficiencies in internal controls.

AUDIT TENURE

35. In terms of the IRBA rule published in Government Gazette No. 39475 dated 4 December 2015, we report that MGI RAS Inc has been the auditors of the NCC for two financial reporting periods.

MGI RAS Inc

MGI RAS Inc

Jerome Andrews CA(SA)
RA Engagement Director
Registered Auditor

31 July 2026

Unit 9 Central Office Park,
13 Esdoring Street
Highveld Technopark
Centurion

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 RESPONSIBILITY 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 my audit of the financial statements and the procedures performed on reported performance information for selected material performance indicators and on the NCC'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 my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the NCC'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 NCC 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 my 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 NCC 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 my audit.

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

COMPLIANCE WITH LEGISLATION – SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

LEGISLATION	SECTIONS OR REGULATIONS
Public Finance Management Act 1 of 1999	Section 51(1)(b)(i); 51(1)(b)(ii); 51(1)(e)(iii); 53(4); 54(2)(c); 54(2)(d); 55(1)(a); 55(1)(b); 55(1)(c)(i); 56; 57(b); 66(3)(c); 66(5)
Treasury Regulations, 2005	Regulation 16A3.2; 16A3.2(a); 16A6.1; 16A6.2(a); 16A6.2(b); 16A6.3(a); 16A6.3(a); 16A6.3(b); 16A6.3(c); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A.7.1; 16A.7.3; 16A.7.6; 16A8.3; 16A8.4; 16A9.1(b)(ii); 16A 9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 30.1.1; 31.1.2(c); 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1; 31.2.1; 31.2.5; 31.2.7(a); 31.3.3; 32.1.1(a); 32.1.1(b); 32.1.1(c); 33.1.1; 33.1.3
Construction Industry Development Board Act 38 of 2000	Section 18(1)
Construction Industry Development Board Regulations, 2004	Regulation 17; 25(7A)
National Treasury Instruction No. 5 of 2020/21	Paragraph 4.8; 4.9; 5.3
Second Amendment National Treasury Instruction No. 5 of 202/21	Paragraph 1
Erratum National Treasury Instruction No. 5 of 202/21	Paragraph 2
National Treasury Instruction No. 1 of 2021/22	Paragraph 4.1
National Treasury Instruction No. 4 of 2015/16	Paragraph 3.4
National Treasury SCM Instruction No. 4A of 2016/17	Paragraph 6
National Treasury SCM Instruction No. 03 of 2021/22	Paragraph 4.1; 4.2(b); 4.3; 4.4; 4.4(a); 4.17; 7.2; 7.6
National Treasury SCM Instruction No. 11 of 2020/21	Paragraph 3.4(a); 3.4(b); 3.9
National Treasury SCM Instruction No. 2 of 2021/22	Paragraph 3.2.1; 3.2.4; 3.2.4(a); 3.3.1
National Treasury Practice Note 5 of 2009/10	Paragraph 3.3
National Treasury Practice Note 7 of 2009/10	Paragraph 4.1.2
Preferential Procurement Policy Framework Act 5 of 2000	Section 1; 2.1(a); 2.1(f)
Preferential Procurement Regulations, 2022	Regulation 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
Preferential Procurement Regulations, 2017	Regulation 4.1; 4.2; 5.1; 5.3; 5.6; 5.7; 6.1; 6.2; 6.3; 6.6; 6.8; 7.1; 7.2; 7.3; 7.6; 7.8; 8.2; 8.5; 9.1; 10.1; 10.2; 11.1; 11.2
Prevention and Combating of Corrupt Activities Act 12 of 2004	Section 34(1)

STATEMENT OF **FINANCIAL POSITION**

AS AT 31 MARCH 2026

FIGURES IN RAND	NOTE(S)	2026	2025 Restated*
ASSETS			
CURRENT ASSETS			
Receivables from exchange transactions	3	76,285	212,075
Receivables from non-exchange transactions	4	51,397	31,094
Prepayments	5	687,488	869,986
Cash and cash equivalents	6	18,577,534	16,711,676
		19,392,704	**17,824,831**
NON-CURRENT ASSETS			
Property, plant and equipment	7	4,603,539	9,424,519
Intangible assets	8	6,910,331	6,937,664
Prepayments	5	-	43,095
		11,513,870	**16,405,278**
Total Assets		**30,906,574**	**34,230,109**
LIABILITIES			
CURRENT LIABILITIES			
Operating lease liability	9	267,895	-
Payables from exchange transactions	10	5,562,692	4,777,788
Provisions	11	2,359,157	2,444,295
		8,189,744	**7,222,083**
NON-CURRENT LIABILITIES			
Operating lease liability	9	560,697	816,242
Total Liabilities		**8,750,441**	**8,038,325**
Net Assets		**22,156,133**	**26,191,784**
Accumulated surplus		22,156,129	26,191,782
Total Net Assets		**22,156,129**	**26,191,782**

STATEMENT OF **FINANCIAL PERFORMANCE**

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND	NOTE(S)	2026	2025 Restated*
REVENUE			
REVENUE FROM EXCHANGE TRANSACTIONS			
Sundry income		7,315	128,114
Services in kind		-	422,592
Interest received - bank accounts	12	2,466,922	2,729,631
Total revenue from exchange transactions		**2,474,237**	**3,280,337**
REVENUE FROM NON-EXCHANGE TRANSACTIONS			
TRANSFER REVENUE			
Government grants & subsidies	13	88,360,000	71,220,000
Total revenue	14	**90,834,237**	**74,500,337**
EXPENDITURE			
Employee related costs	15	(50,547,417)	(49,287,778)
Depreciation and amortisation	16	(1,329,297)	(1,832,527)
Repairs & maintenance	17	-	(14,171)
Loss on disposal of assets	18	(5,264,638)	-
General expenses	20	(37,728,538)	(29,744,035)
Total expenditure		**(94,869,890)**	**(80,878,511)**
Deficit for the year		**(4,035,653)**	**(6,378,174)**

STATEMENT OF **CHANGES IN NET ASSETS**

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND	Accumulated surplus / deficit	Total net assets
Balance at 01 April 2024	**32,569,956**	**32,569,956**
Changes in net assets		
Deficit for the year	(6,378,174)	(6,378,174)
Total changes	**(6,378,174)**	**(6,378,174)**
Restated* Balance at 01 April 2025	**26,191,782**	**26,191,782**
Restated* Balance at 01 April 2025	26,191,782	26,191,782
Changes in net assets		
Deficit for the year	(4,035,653)	(4,035,653)
Total changes	**(4,035,653)**	**(4,035,653)**
Balance at 31 March 2026	**22,156,129**	**22,156,129**

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND	NOTE(S)	2026	2025 Restated*
CASH FLOWS FROM OPERATING ACTIVITIES			
RECEIPTS			
Grants		88,360,000	71,220,000
Interest income		2,478,344	2,723,603
Other income		7,315	22,512
		90,845,659	**73,966,115**
PAYMENTS			
Employee costs		(51,210,566)	(49,846,361)
Suppliers		(36,023,615)	(26,912,361)
		(87,234,181)	**(76,758,722)**
Net cash flows from operating activities	21	**3,611,478**	**(2,792,607)**
CASH FLOWS FROM INVESTING ACTIVITIES			
Purchase of property, plant and equipment	7	(1,745,621)	(654,587)
Purchase of other intangible assets	8	-	(251,202)
Net cash flows from investing activities		**(1,745,621)**	**(905,789)**
Net increase/(decrease) in cash and cash equivalents		**1,865,857**	**(3,698,396)**
Cash and cash equivalents at the beginning of the year		16,711,676	20,410,071
Cash and cash equivalents at the end of the year	6	**18,577,533**	**16,711,675**

The accounting policies on pages 99 to 110 and the notes on pages 111 to 128 form an integral part of the annual financial statements.

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual	Ref
STATEMENT OF FINANCIAL PERFORMANCE						
REVENUE						
REVENUE FROM EXCHANGE TRANSACTIONS						
Sundry income	-	-	-	7,315	7,315	
Interest received - bank accounts	4,856,048	(1,500,000)	3,356,048	2,466,922	(889,126)	30.1
Total revenue from exchange transactions	**4,856,048**	**(1,500,000)**	**3,356,048**	**2,474,237**	**(881,811)**	
REVENUE FROM NON-EXCHANGE TRANSACTIONS						
TRANSFER REVENUE						
Government grants & subsidies	71,360,000	17,000,000	88,360,000	88,360,000	-	30.2
Accumulated surplus	-	7,265,272	7,265,272	7,265,272	-	30.3
Total revenue from non-exchange transactions	**71,360,000**	**24,265,272**	**95,625,272**	**95,625,272**	**-**	
Total revenue	**76,216,048**	**22,765,272**	**98,981,320**	**98,099,509**	**(881,811)**	
EXPENDITURE						
Employee related costs	(53,546,801)	-	(53,546,801)	(50,547,417)	2,999,384	30.4
Depreciation and amortisation	-	-	-	(1,329,297)	(1,329,297)	30.5
General expenses	(21,356,830)	(19,268,272)	(40,625,102)	(37,728,538)	2,896,564	30.6
Total expenditure	**(74,903,631)**	**(19,268,272)**	**(94,171,903)**	**(89,605,252)**	**4,566,651**	
Surplus for the year	**1,312,417**	**3,497,000**	**4,809,417**	**8,494,257**	**3,684,840**	
Loss on disposal of assets and liabilities	-	-	-	(5,264,638)	(5,264,638)	30.7
Surplus (Deficit)	**1,312,417**	**3,497,000**	**4,809,417**	**3,229,619**	**(1,579,798)**	
Actual Amount on Comparable Basis as Presented in the Budget and Actual Comparative Statement	**1,312,417**	**3,497,000**	**4,809,417**	**3,229,619**	**(1,579,798)**	
STATEMENT OF FINANCIAL POSITION						
ASSETS						
NON-CURRENT ASSETS						
Property, plant and equipment	1,312,415	3,497,000	4,809,415	1,758,948	(3,050,467)	30.8
Total Assets	**1,312,415**	**3,497,000**	**4,809,415**	**1,758,948**	**(3,050,467)**	

SIGNIFICANT **ACCOUNTING POLICIES**

1. SIGNIFICANT ACCOUNTING POLICIES

The significant accounting policies applied in the preparation of these annual financial statements are set out below.

1.1 BASIS OF PREPARATION

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice (GRAP), issued by the Accounting Standards Board in accordance with Section 91(1) of the Public Finance Management Act (Act 1 of 1999).

These annual financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise. They are presented in South African Rand.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

These accounting policies are consistent with the previous period with the exception of GRAP 104.

1.2 PRESENTATION CURRENCY

These annual financial statements are presented in South African Rand, which is the functional currency of the NCC.

1.3 GOING CONCERN ASSUMPTION

These annual financial statements have been prepared based on the expectation that the entity will continue to operate as a going concern for at least the next 12 months.

1.4 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.

The entity does not retrospectively adjust the accounting of past items that were previously assessed as immaterial, unless an error occurred.

1.5 SIGNIFICANT JUDGEMENTS AND SOURCES OF ESTIMATION UNCERTAINTY

In preparing the annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the annual financial statements and related disclosures. Use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the annual financial statements. Significant judgements include:

IMPAIRMENT TESTING

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in- use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions. It is reasonably possible that the assumption may change which may then impact our estimations and may then require a material adjustment to the carrying value of the assets.

The NCC reviews and tests the carrying value of assets 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 remaining service potential of the asset is determined. The most appropriate approach selected to determine the remaiing service potential is dependent on the availability of data and nature of impairment.

PROVISIONS

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in note 11 - Provisions.

CONTINGENT PROVISIONS

Contingencies recognised in the current year required estimates and judgments, refer to note on entity combinations.

1.6 PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment are tangible non-current assets that are held for use in the production or supply of goods or services, rental to others, or for administrative purposes, and are expected to be used during more than one period.

The cost of an item of property, plant and equipment is recognised as an asset when:

it is probable that future economic benefits or service potential associated with the item will flow to the entity; and the cost of the item can be measured reliably.

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

The initial estimate of the costs of dismantling and removing the item and restoring the site on which it is located is also included in the cost of property, plant and equipment, where the entity is obligated to incur such expenditure, and where the obligation arises as a result of acquiring the asset or using it for purposes other than the production of inventories.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value.

The useful lives of items of property, plant and equipment have been assessed as follows:

ITEM	DEPRECIATION METHOD	AVERAGE USEFUL LIFE
Furniture and fixtures	Straight-line	3-20 years
Motor vehicles	Straight-line	7 years
Office equipment	Straight-line	3-20 years
Computer equipment	Straight-line	3-10 years

The depreciable amount of an asset is allocated on a systematic basis over its useful life.

The depreciation method used reflects the pattern in which the asset's future economic benefits or service potential are expected to be consumed by the entity. The depreciation method applied to an asset is reviewed at least at each reporting date and, if there has been a significant change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset, the method is changed to reflect the changed pattern. Such a change is accounted for as a change in an accounting estimate.

The NCC assesses at each reporting date whether there is any indication that the NCC expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, the entity revises the expected useful life and/or residual value accordingly. The change is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Items of property, plant and equipment are derecognised when the asset is disposed of or when there are no further economic benefits or service potential expected from the use of the asset.

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

The NCC separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 17).

1.7 INTANGIBLE ASSETS

An intangible asset is an identifiable, non-monetary asset without physical substance. The NCC has classified computer software as intangible assets. An asset is identifiable if it either:

is separable, i.e. is capable of being separated or divided from an entity and sold, transferred, licensed, rented or exchanged, either individually or together with a related contract, identifiable assets or liability, regardless of whether the entity intends to do so; or

arises from binding arrangements (including rights from contracts), regardless of whether those rights are transferable or separable from the entity or from other rights and obligations.

A binding arrangement describes an arrangement that confers similar rights and obligations on the parties to it as if it were in the form of a contract.

An intangible asset is recognised when:

- it is probable that the expected future economic benefits or service potential that are attributable to the asset will flow to the NCC; and
- the cost or fair value of the asset can be measured reliably.

The NCC assesses the probability of expected future economic benefits or service potential using reasonable and supportable assumptions that represent management's best estimate of the set of economic conditions that will exist over the useful life of the asset.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when: it is technically feasible to complete the asset so that it will be available for use or sale.

- there is an intention to complete and use or sell it. there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.

- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably. Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date. Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

ITEM	DEPRECIATION METHOD	AVERAGE USEFUL LIFE
Computer software	Straight-line	3-5 years

The gain or loss arising from the derecognition of intangible assets is included in surplus or deficit when the asset is derecognised (unless the Standard of GRAP on leases requires otherwise on a sale and leaseback).

1.8 FINANCIAL INSTRUMENTS - GRAP 104 (REVISED 2019) - CURRENT POLICY

Applied from the effective date prescribed for the entity by regulation of the Minister of Finance and the applicable Directive (see note "Changes in accounting policy"). Any references to paragraph numbers in this accounting policy relates to paragraphs in GRAP 104 (revised 2019), relating Appendices or relating Basis for Conclusions.

INITIAL RECOGNITION

The NCC recognises a financial asset or a financial liability in its statement of financial position when it becomes a party to the contractual provisions of the instrument.

The NCC recognises financial assets using trade date accounting.

MEASUREMENT

INITIAL MEASUREMENT

Except for, where at initial recognition, the NCC measures receivables and payables at their transaction price if they do not contain a material financing transaction, the NCC measures a financial asset or financial liability at its fair value plus or minus, in the case of a financial asset or a financial liability not at fair value through surplus or deficit, transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

However, if the fair value of the financial asset or financial liability at initial recognition differs from the transaction price, the NCC applies the relevant paragraphs in GRAP 104 (revised 2019).

Despite the above, at initial recognition, the NCC measures receivables and payables at their transaction price if they do not contain a material financing transaction.

SUBSEQUENT MEASUREMENT OF FINANCIAL ASSETS

After initial recognition, the entity measures a financial asset at:

(a) amortised cost;

(b) fair value through surplus or deficit; or

(c) cost.

The entity applies the impairment requirements in paragraphs 5.17 to 5.35 to financial assets that are measured at amortised cost in accordance with paragraph 4.2 and paragraph 5.36 to financial assets measured at cost in accordance with paragraph 4.5.

IMPAIRMENT

FINANCIAL ASSETS MEASURED AT COST

If there is objective evidence that an impairment loss has been incurred, the amount of the impairment loss is measured as the difference between the carrying amount of the financial asset and the present value of estimated future cash flows discounted at the current market rate of return for a similar financial asset.

Such impairment losses are not reversed.

GAINS AND LOSSES

A gain or loss on a financial asset that is measured at amortised cost is recognised in surplus or deficit when the financial asset is derecognised, reclassified in accordance with paragraph 5.38, through the amortisation process or in order to recognise impairment gains or losses. The NCC applies paragraphs 5.38 if it reclassifies financial assets out of the amortised cost measurement category. A gain or loss on a financial liability that is measured at amortised cost is recognised in surplus or deficit when the financial liability is derecognised and through the amortisation process.

DERECOGNITION

DERECOGNITION OF FINANCIAL ASSETS

The NCC derecognises financial assets using trade date accounting. The NCC derecognises a financial asset only when:

(a) the contractual rights to the cash flows from the financial asset expire, are settled or waived;

(b) the entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or

(c) the entity, despite having retained some significant risks and rewards of ownership of the financial asset, has transferred control of the asset to another party and the other party has the practical ability to sell the asset in its entirety to an unrelated third party, and is able to exercise that ability unilaterally and without needing to impose additional restrictions on the transfer. In this case, the entity:

  (i) derecognises the asset; and

  (ii) recognises separately any rights and obligations created or retained in the transfer.

The carrying amounts of the transferred asset are allocated between the rights or obligations retained and those transferred on the basis of their relative fair values at the transfer date. Newly created rights and obligations are measured at their fair values at that date. Any difference between the consideration received and the amounts recognised and derecognised in accordance with this paragraph is recognised in surplus or deficit in the period of the transfer.

TRANSFERS THAT QUALIFY FOR DERECOGNITION

If the NCC transfers a financial asset in a transfer that qualifies for derecognition in its entirety and retains the right to service the financial asset for a fee, it recognises either a servicing asset or a servicing liability for that servicing contract. If the fee to be received is not expected to compensate the NCC adequately for performing the servicing, a servicing liability for the servicing obligation is recognised at its fair value. If the fee to be received is expected to be more than adequate compensation for the servicing, a servicing asset is recognised for the servicing right at an amount determined on the basis of an allocation of the carrying amount of the larger financial asset in accordance with paragraph 6.12.

If, as a result of a transfer, a financial asset is derecognised in its entirety but the transfer results in the NCC obtaining a new financial asset or assuming a new financial liability, or a servicing liability, the NCC recognises the new financial asset, financial liability or servicing liability at fair value.

On derecognition of a financial asset in its entirety, the difference between:

(a) the carrying amount; and

(b) the sum of the consideration received is recognised in surplus or deficit.

DERECOGNITION OF FINANCIAL LIABILITIES

The NCC removes a financial liability from its statement of financial position when it is extinguished.

An exchange between an existing borrower and lender of debt instruments with substantially different terms is accounted for as having extinguished the original financial liability, and a new financial liability recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it (whether or not attributable to the financial difficulty of the debtor) is accounted for as having extinguished the original financial liability and having recognised a new financial liability.

The difference between the carrying amount of a financial liability extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit. Any liabilities that are waived, forgiven or assumed by another entity by way of a non-exchange transaction, are accounted for in accordance with GRAP 23.

1.9 FINANCIAL INSTRUMENTS - GRAP 104 (PREVIOUS POLICY APPLIED IN COMPARATIVE PERIOD)

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or a residual interest of another entity.

The amortised cost of a financial asset or financial liability is the amount at which the financial asset or financial liability is measured at initial recognition 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.

A concessionary loan is a loan granted to or received by an entity on terms that are not market related.

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation.

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates.

Derecognition is the removal of a previously recognised financial asset or financial liability from an entity's statement of financial position.

A derivative is a financial instrument or other contract with all three of the following characteristics:

Its value changes in response to the change in a specified interest rate, financial instrument price, commodity price, foreign exchange rate, index of prices or rates, credit rating or credit index, or other variable, provided in the case of a non-financial variable that the variable is not specific to a party to the contract (sometimes called the 'underlying').

It requires no initial net investment or an initial net investment that is smaller than would be required for other types of contracts that would be expected to have a similar response to changes in market factors.

It is settled at a future date.

The effective interest method is a method of calculating the amortised cost of a financial asset or a financial liability (or group of financial assets or financial liabilities) and of allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, an entity shall estimate cash flows considering all contractual terms of the financial instrument (for example, prepayment, call and similar options) but shall not consider future credit losses. The calculation includes all fees and points paid or received between parties to the contract that are an integral part of the effective interest rate (see the Standard of GRAP on Revenue from Exchange Transactions), transaction costs, and all other premiums or discounts. There is a presumption that the cash flows and the expected life of a group of similar financial instruments can be estimated reliably. However, in those rare cases when it is not possible to reliably estimate the cash flows or the expected life of a financial instrument (or group of financial instruments), the entity shall use the contractual cash flows over the full contractual term of the financial instrument (or group of financial instruments).

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable willing parties in an arm's length transaction.

A financial asset is:

- cash;
- a residual interest of another entity; or a contractual right to:
  - receive cash or another financial asset from another entity; or
  - exchange financial assets or financial liabilities with another entity under conditions that are potentially favourable to the entity.

A financial guarantee contract is a contract that requires the issuer to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to make payment when due in accordance with the original or modified terms of a debt instrument.

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

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

Liquidity risk is the risk encountered by an entity in the event of difficulty in meeting obligations associated with financial liabilities that are settled by delivering cash or another financial asset.

Loan commitment is a firm commitment to provide credit under pre-specified terms and conditions. Loans payable are financial liabilities, other than short-term payables on normal credit terms.

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk.

Other price risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices (other than those arising from interest rate risk or currency risk), whether those changes are caused by factors specific to the individual financial instrument or its issuer, or factors affecting all similar financial instruments traded in the market.

A financial asset is past due when a counterparty has failed to make a payment when contractually due.

A residual interest is any contract that manifests an interest in the assets of an entity after deducting all of its liabilities. A residual interest includes contributions from owners, which may be shown as:

- equity instruments or similar forms of unitised capital;
- a formal designation of a transfer of resources (or a class of such transfers) by the parties to the transaction as forming part of an entity's net assets, either before the contribution occurs or at the time of the contribution; or
- a formal agreement, in relation to the contribution, establishing or increasing an existing financial interest in the net assets of an entity.

Transaction costs are incremental costs that are directly attributable to the acquisition, issue or disposal of a financial asset or financial liability. An incremental cost is one that would not have been incurred if the entity had not acquired, issued or disposed of the financial instrument.

Financial instruments at amortised cost are non-derivative financial assets or non-derivative financial liabilities that have fixed or determinable payments, excluding those instruments that:

- the entity designates at fair value at initial recognition; or
- are held for trading.

Financial instruments at cost are investments in residual interests that do not have a quoted market price in an active market, and whose fair value cannot be reliably measured.

Financial instruments at fair value comprise financial assets or financial liabilities that are:

- derivatives;
- contingent consideration of an acquirer in a transfer of functions between entities not under common control to which the Standard of GRAP on Transfer of Functions Between Entities Not Under Common Control (GRAP 106) applies combined instruments that are designated at fair value; and
- instruments held for trading.

A financial instrument is held for trading if:

- it is acquired or incurred principally for the purpose of selling or repurchasing it in the near-term; or
- on initial recognition it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking;
- non-derivative financial assets or financial liabilities with fixed or determinable payments that are designated at fair value at initial recognition; and
- financial instruments that do not meet the definition of financial instruments at amortised cost or financial instruments at cost.

1.10 LEASES

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the entity assesses the classification of each element separately.

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.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term on a straight-line basis. The aggregate benefit of incentives is recognised as a reduction of rental expense over the lease term on a straight-line basis. Income for leases is disclosed under revenue in statement of financial performance.

OPERATING LEASES - LESSEE

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability.

1.11 CASH AND CASH EQUIVALENTS

Cash comprises cash on hand and demand deposits.

Cash equivalents are short-term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

Cash equivalents are held for the purpose of meeting short-term cash commitments rather than for investment or other purposes.

Cash and cash equivalents comprise bank balances, cash on hand, deposits held at call with banks with original maturities of three months or less which are available on demand.

1.12 EMPLOYEE BENEFITS IDENTIFICATION

EMPLOYEE BENEFITS

Employee benefits are all forms of consideration given by the NCC in exchange for service rendered by employees or for the termination of employment.

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 R

ECOGNITION AND MEASUREMENT

ALL SHORT-TERM EMPLOYEE BENEFITS

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

(a) As a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the 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.

PAID LEAVE

The entity recognises the expected cost of short-term employee benefits in the form of paid absences as follows:

(a) in the case of accumulating paid absences, when the employees render service that increases their entitlement to future paid absences; and

(b) in the case of non-accumulating paid absences, when the absences occur.

The entity measures the expected cost of accumulating paid absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the end of the reporting period.

BONUS, INCENTIVE AND PERFORMANCE RELATED PAYMENTS

The NCC recognises the expected cost of bonus, incentive and performance related payments when, and only when:

(a) the entity has a present legal or constructive obligation to make such payments as a result of past events; and

(b) a reliable estimate of the obligation can be made. A present obligation exists when, and only when, the entity has no realistic alternative but to make the payments.

Employees other than those in management receive a service bonus after completion of a period of twelve months within the NCC. This expenditure is recognised in the statement of financial performance when it is incurred.

This does not apply to members of management who have elected to receive a 13th cheque as a saving from total cost to company on a monthly basis. The savings deducted from employees are recognised as a liability on a monthly basis.

1.13 PROVISIONS AND CONTINGENCIES

Provisions are recognised when:

- the NCC has a present obligation as a result of a past event;
- 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 of the obligation.

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

Where the effect of time value of money is material, the amount of a provision is the present value of the expenditures expected to be required to settle the obligation.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the entity settles the obligation. The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating surplus.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 24.

1.14 COMMITMENTS

Items are classified as commitments when the NCC has committed itself to future transactions that will normally result in the outflow of cash.

Disclosures are required in respect of unrecognised contractual commitments.

1.15 REVENUE FROM EXCHANGE TRANSACTIONS

An exchange transaction is a transcaction in which the NCC receives assets or services, or has liabilities extinguished, and directly gives approximately equal value to the other party at arms length.

MEASUREMENT

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts and volume rebates.

INTEREST- SHORT-TERM DEPOSITS

Revenue arising from the use by others of entity assets yielding interest, royalties and dividends or similar distributions is recognised when:

It is probable that the economic benefits or service potential associated with the transaction will flow to the NCC, and The amount of the revenue can be measured reliably.

Interest is recognised using the effective interest rate method for financial instruments, and using the nominal interest rate method for statutory receivables. Interest levied on transactions arising from exchange or non-exchange transactions is classified based on the nature of the underlying transaction.

1.16 REVENUE FROM NON-EXCHANGE TRANSACTIONS

Non-exchange transactions are transactions that are not exchange transactions. In a non-exchange transaction, an entity either receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange.

RECOGNITION

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue.

MEASUREMENT

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the NCC.

When, as a result of a non-exchange transaction, the NCC recognises an asset, it also recognises revenue equivalent to the amount of the asset measured at its fair value as at the date of acquisition, unless it is also required to recognise a liability. Where a liability is required to be recognised it will be measured as the best estimate of the amount required to settle the obligation at the reporting date, and the amount of the increase in net assets, if any, recognised as revenue. When a liability is subsequently reduced, because the taxable event occurs or a condition is satisfied, the amount of the reduction in the liability is recognised as revenue.

GOVERNMENT GRANTS

The NCC recognises an asset in respect of transfers when the transferred resources meet the definition of an asset and satisfy the criteria for recognition as an asset.

Transferred assets are measured at their fair value as at the date of acquisition.

GIFTS AND DONATIONS, INCLUDING GOODS IN-KIND

Gifts and donations, including goods in kind, are recognised as assets and revenue when it is probable that the future economic benefits or service potential will flow to the NCC and the fair value of the assets can be measured reliably.

1.17 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

Fruitless and wasteful expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

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 and classified in accordance with the nature of the expense. Upon investigation, if a person is found to be liable in law for the fruitless and wasteful expenditure that occured, a receivable is recognised for the recovery of the monies , and where recovered, it is subsequently accounted for as revenue in the statement of financial performance.

1.18 IRREGULAR EXPENDITURE

Irregular expenditure is expenditure that is contrary to the PFMA and other applicable legislation or is in contravention of the entity's supply chaim management policy.

Irregular expenditure is accounted for in line with all relating requirements, including, but not limited to, ruling Legislation, Regulations, Frameworks, Circulars, Instruction Notes, Practice Notes, Guidelines etc (as applicable).

1.19 BUDGET INFORMATION

The approved budget is prepared on a accrual basis and presented by economic classification linked to performance outcome objectives.

The approved budget covers the fiscal period from 01/04/2025 to 31/03/2026.

The annual financial statements and the budget are on the same basis of accounting therefore a comparison with the budgeted amounts for the reporting period have been included in the Statement of comparison of budget and actual amounts.

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.

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.

Management are those persons responsible for planning, directing and controlling the activities of the NCC, including those charged with the governance of the NCC in accordance with legislation, in instances where they are required to perform such functions.

Close members of the family of a person are those family members who may be expected to influence, or be influenced by that person in their dealings with the NCC.

The NCC is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the NCC to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

1.21 EVENTS AFTER REPORTING DATE

Events after reporting date are those events, both favourable and unfavourable, that occur between the reporting date and the date when the financial statements are authorised for issue. Two types of events can be identified:

- those that provide evidence of conditions that existed at the reporting date (adjusting events after the reporting date); and
- those that are indicative of conditions that arose after the reporting date (non-adjusting events after the reporting date).

The NCC will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The NCC will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

2. NEW STANDARDS AND INTERPRETATIONS

2.1 STANDARDS AND INTERPRETATIONS EFFECTIVE AND ADOPTED IN THE CURRENT YEAR

In the current year, the entity has adopted the following standards and interpretations that are effective for the current financial year and that are relevant to its operations:

STANDARD/ INTERPRETATION:	EFFECTIVE DATE: YEARS BEGINNING ON OR AFTER	EXPECTED IMPACT:
GRAP 104 (as revised): Financial Instruments	01 April 2025	The adoption of this has not had a material impact on the results of the company, but has resulted in more disclosure than would have previously been provided in the financial statements

2.2 STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

The entity has not applied the following standards and interpretations, which have been published and are mandatory for the entity's accounting periods beginning on or after 01 April 2026 or later periods:

STANDARD/ INTERPRETATION:	EFFECTIVE DATE: YEARS BEGINNING ON OR AFTER	EXPECTED IMPACT:
GRAP 1 (amended): Presentation of Financial Statements (Going Concern)	01 April 2026	Impact is currently being assessed

FIGURES IN RAND

3. RECEIVABLES FROM EXCHANGE TRANSACTIONS

	2026	2025
RECEIVABLES FROM EXCHANGE TRANSACTIONS		
Accrued interest income	6,040	17,463
Accrued income	-	97,174
Third party receivables	70,245	97,438
Other debtors	-	10,101
Provision for impairment	-	(10,101)
Total Receivables from exchange transactions	**76,285**	**212,075**

4. RECEIVABLES FROM NON-EXCHANGE TRANSACTIONS

Staff debtors	51,397	31,094

This relates to advances granted to employees to assist with expenditure arising from business travel.

5. PREPAYMENTS

Prepayments mainly relate to ICT support services acquired by the NCC to ensure the functioning of the ICT infrastructure and other services. Some of these services were for a period greater than one year therefore expensed on a monthly basis as the services were received. The decrease is because some of the services have already been terminated and will not be renewed due to NCC's decision to migrate the systems to cloud.

Prepayments-Current	687,488	869,986
Prepayments-Non-current	-	43,095
	687,488	**913,081**

FIGURES IN RAND

6. CASH AND CASH EQUIVALENTS

	2026	2025
Cash and cash equivalents consist of:		
Cash on hand	9,302	5,563
Bank balances	13,378,204	3,534,740
Short-term deposits	5,190,028	13,171,373
	18,577,534	**16,711,676**

Cash and cash equivalents comprise cash, a current account and a short-term investment held with the Corporation for Public Deposits (CPD), with maturity of one month or less subject to insignificant interest rate risk. Cash and cash equivalents are measured at armotised cost.

CREDIT QUALITY OF CASH AT BANK AND SHORT-TERM DEPOSITS, EXCLUDING CASH ON HAND

Management considers that all the above cash and cash equivalent categories are of good credit quality. The maximum exposure to credit risk at the reporting date is the fair value of each class of cash and cash equivalents mentioned above. During the year, cash and cash equivalents were in an investment and current accounts. The cash and cash equivalents were not pledged as secutiry for any financial liability.

7. PROPERTY, PLANT AND EQUIPMENT

	2026			2025		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Furniture and fixtures	2,721,035	(1,491,542)	1,229,493	2,765,354	(1,372,702)	1,392,652
Motor vehicles	1,353,183	(63,025)	1,290,158	-	-	-
Office equipment	453,324	(376,179)	77,145	453,324	(356,180)	97,144
Computer equipment	5,202,530	(3,195,787)	2,006,743	14,610,824	(6,676,101)	7,934,723
Total	**9,730,072**	**(5,126,533)**	**4,603,539**	**17,829,502**	**(8,404,983)**	**9,424,519**

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2026

	Opening balance	Additions	Disposals	Opening balance	Additions
Furniture and fixtures	1,392,652	-	(14,628)	(148,531)	1,229,493
Motor vehicles	-	1,353,183	-	(63,025)	1,290,158
Office equipment	97,144	-	-	(19,999)	77,145
Computer equipment	7,934,723	392,438	(5,250,010)	(1,070,408)	2,006,743
Total	**9,424,519**	**1,745,621**	**(5,264,638)**	**(1,301,963)**	**4,603,539**

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT - 2025

	Opening balance	Additions	Opening balance	Additions
Furniture and fixtures	1,323,396	217,500	(148,244)	1,392,652
Office equipment	117,345	-	(20,201)	97,144
Computer equipment	9,264,529	311,498	(1,641,304)	7,934,723
Total	**10,705,270**	**528,998**	**(1,809,749)**	**9,424,519**

PLEDGED AS SECURITY

There are no assets pledged as security.

FIGURES IN RAND

8. INTANGIBLE ASSETS

	2026			2025		
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Intangible assets under development	6,828,652	-	6,828,652	6,828,652	-	6,828,652
Computer software	212,346	(130,667)	81,679	212,346	(103,334)	109,012
Total	**7,040,998**	**(130,667)**	**6,910,331**	**7,040,998**	**(103,334)**	**6,937,664**

RECONCILIATION OF INTANGIBLE ASSETS - 2026	Opening balance	Amortisation	Additions
Intangible assets under development	6,828,652	-	6,828,652
Computer software	109,012	(27,333)	81,679
	6,937,664	**(27,333)**	**6,910,331**

RECONCILIATION OF INTANGIBLE ASSETS - 2025	Opening balance	Transfers	Amortisation	Additions
Intangible assets under development	6,828,652	-	-	6,828,652
Computer software	19,445	112,345	(22,778)	109,012
Intangible assets	112,345	(112,345)	-	-
	6,960,442	**-**	**(22,778)**	**6,937,664**

ADDITIONAL INFORMATION

In terms of the Consumer Protection Act No.68 of 2008, the Commission may establish or recognise as authoritative, a registrry in which any person may register a pre-emptive block, either generally or for specific purposes, against any communication that is primarily for the purpose of direct marketing. The NCC has developed the opt-out registry in order to implement this provision of the CPA.

An amount of R6 828 652 relates to the development costs of the opt-out registry. Management does not consider this amount to be impaired even though the system is not fully availabe for use by the general public. At year end, the NCC was still awaiting approval of the Regulations to govern the use of the system. The Regulations were subsequently approved by Minister of **the dtic** on the 10th of April 2026 and gazetted on 15th of April 2026. The system is under-going maintainance for it to be capable to operate in the manner intended by management. It is for this reason that the system has not been capitalised and armotised because it is not yet available for use.

9. OPERATING LEASE LIABILITY

Current liabilities	267,895	-
Non-current liabilities	560,697	816,242
	828,592	**816,242**

The NCC entered into a 5 year lease agreement with the SABS for the occupation of premises, storage and parking space for officals. The escalation of the rental is between 4.45% to 4.48% linked to the MTEF rates as annually pronounced by National Treasury. In terms of GRAP, lease payments under an operating lease shall be recognised as an expense in the statement of financial performance on a straight-line basis over the lease term. The amount of R828,592 represents the difference between the actual amount paid and the amount calculated on a straight-line basis.

FIGURES IN RAND

10. PAYABLES FROM EXCHANGE TRANSACTIONS

	2026	2025
Trade payables	2,397,123	1,407,369
Accrued expense	2,646,126	2,824,858
Salary control account	69,863	107,569
Medical aid control account	1,900	4,385
Third party payments	989	15,171
13th cheque for management	446,691	418,436
	5,562,692	**4,777,788**

13th cheque applies to members of management who have elected to save from their total cost to company on a monthly basis.

11. PROVISIONS

RECONCILIATION OF PROVISIONS - 2026	Opening balance	Additions	Utilised during the year	Total
Provision for leave pay	2,401,506	4,699,230	(4,790,626)	2,310,110
Provision for workmen's compensation	42,789	49,047	(42,789)	49,047
	2,444,295	4,748,277	(4,833,415)	2,359,157

RECONCILIATION OF PROVISIONS - 2025				
Provision for leave pay	2,148,043	4,364,634	(4,111,171)	2,401,506
Provision for workmen's compensation	51,957	44,194	(53,362)	42,789
	2,200,000	4,408,828	(4,164,533)	2,444,295

The provision for leave pay represents management's best estimate of the NCC's liability for accrued leave pay based on the termination rate and outstanding leave days of the employees employed at year end. The NCC's leave policy states that all employees are required to take accumulated annual leave days within the first 6 month period of the next leave cycle, failing which those leave days will be forfeited.

The provision for Workmen's compensation is based on the assessment rate of the annual salary of the employees employed at year-end.

12. INTEREST RECEIVED -BANK ACCOUNTS

	2026	2025
Bank accounts and short term deposits	2,466,922	2,729,631

The interest received was earned from available cash resources from the NCC's short term deposit account with the Corporation for Public deposits and the current bank account

13. GOVERNMENT GRANTS & SUBSIDIES

OPERATING GRANTS

Department of Trade and Industry and Competition	88,360,000	71,220,000

UNCONDITIONAL

The grant is unconditional.

FIGURES IN RAND

14. REVENUE

	2026	2025
Sundry income	7,315	128,114
Services in kind	-	422,592
Interest received - bank accounts	2,466,922	2,729,631
Government grants & subsidies	88,360,000	71,220,000
	90,834,237	**74,500,337**

THE AMOUNT INCLUDED IN REVENUE ARISING FROM EXCHANGES OF GOODS OR SERVICES ARE AS FOLLOWS:

Sundry income	7,315	128,114
Services in kind	-	422,592
Interest received - bank accounts	2,466,922	2,729,631
	2,474,237	**3,280,337**

THE AMOUNT INCLUDED IN REVENUE ARISING FROM NON-EXCHANGE TRANSACTIONS IS AS FOLLOWS:

TRANSFER REVENUE

Government grants & subsidies	88,360,000	71,220,000

15. EMPLOYEE RELATED COSTS

Salaries	41,954,069	40,520,206
Service bonus	2,251,030	2,219,586
Medical aid contributions	369,997	321,190
UIF contributions	154,857	150,109
SDL contributions	431,325	165,056
Leave pay provision charge	323,152	253,463
Leave payout	-	405,148
Overtime payments	91,721	109,622
Employer pension contributions	4,310,702	4,148,726
Workmen's compensation contributions	49,148	44,194
Special allowances	611,416	928,115
Settlement lumpsum	-	22,363
	50,547,417	**49,287,778**

16. DEPRECIATION AND AMORTISATION

Property, plant and equipment	1,301,963	1,809,749
Intangible assets	27,334	22,778
	1,329,297	**1,832,527**

17. REPAIRS AND MAINTENANCE

Contact centre system	-	14,171

FIGURES IN RAND

18. LOSS ON DISPOSAL OF ASSETS AND LIABILITIES

	2026	2025
Property, plant and equipment	(5,264,638)	-

The NCC migrated its ICT systems and applications to a cloud-based environment, this led to the redundance of on-premises ICT server infrastructure currently situated at the SABS.These assets are no longer in use and do not provide any future operational or economic benefit to the organisation.

19. AUDITORS' REMUNERATION

External audit fees	1,078,903	1,118,392
Internal audit fees	392,760	749,963
	1,471,663	**1,868,355**

20. GENERAL EXPENSES

Advertising	510,393	589,593
Auditors remuneration	1,471,663	1,868,355
Bank charges	38,651	35,420
Cleaning	117,856	110,291
Computer expenses	4,808,493	3,490,389
Consulting and professional fees	10,832,025	4,198,346
Consumables and promotional materials	560,042	482,303
Postage and courier services	28,095	14,563
Office rental	6,727,371	6,707,668
Communications costs	407,567	183,771
Insurance	167,234	183,911
Printing and stationery	313,011	186,157
Audit committee fees	143,546	360,631
Software expenses	2,977,972	4,340,233
Security services	175,122	163,665
Subscriptions and membership fees	228,995	161,526
Training	280,502	26,600
Travel - local	5,652,279	4,469,790
Travel - overseas	773,723	460,863
Publications	-	19,495
Water and electricity	1,394,855	1,334,791
Rental: printers and photocopiers	93,093	253,713
Venue and facilities	26,050	-
Minor assets	-	101,961
	37,728,538	**29,744,035**

Consulting and professional fees are mainly made up of legal costs and ICT support costs.

FIGURES IN RAND

21. CASH GENERATED FROM (USED IN) OPERATIONS

	2026	2025
Deficit	(4,035,653)	(6,378,173)
Adjustments for:		
Depreciation and amortisation	1,329,297	1,832,527
Loss on disposal of assets	5,264,638	-
Movements in operating lease assets and accruals	12,350	280,580
Movements in provisions	(85,138)	244,295
Movements in provisions	(85,138)	244,295
Changes in working capital:		
Receivables from exchange transactions	135,790	(58,066)
Other receivables from non-exchange transactions	(20,303)	18,530
Prepayments	225,593	1,621,372
Payables from exchange transactions	784,904	(730,462)
Adjustment for accrued capital expenditure in prior year settled in the current year	-	376,790
	3,611,478	**(2,792,607)**

22. FINANCIAL INSTRUMENTS DISCLOSURE – PRE-REVISED GRAP 104

CATEGORIES OF FINANCIAL INSTRUMENTS

2026: FINANCIAL ASSETS	At amortised cost	Total
Cash and cash equivalents	18,577,534	18,577,534
Accrued interest	6,040	6,040
Third party receivables	93,517	93,517
Staff debtors	51,397	51,397
	18,728,488	**18,728,488**

2026: FINANCIAL LIABILITIES		
Trade and other payables from exchange transactions	5,585,964	5,585,964

2025: FINANCIAL ASSETS		
Cash and cash equivalents	16,711,676	16,711,676
Accrued interest	17,463	17,463
Trade and other receivables from exchange transactions	10,101	10,101
Debt impairment	(10,101)	(10,101)
Third party receivables	97,438	97,438
Staff debtors	31,094	31,094
	16,857,671	**16,857,671**

2025: FINANCIAL LIABILITIES		
Trade and other payables from exchange transactions	4,777,789	4,777,789

FIGURES IN RAND

23. COMMITMENTS

	2026	2025
AUTHORISED CAPITAL EXPENDITURE		
ALREADY CONTRACTED FOR BUT NOT PROVIDED FOR		
Property, plant and equipment	4,302,094	-
TOTAL CAPITAL COMMITMENTS		
Already contracted for but not provided for	4,302,094	-
AUTHORISED OPERATIONAL EXPENDITURE		
ALREADY CONTRACTED FOR BUT NOT PROVIDED FOR		
General expenditure	26,556,962	20,272,813
TOTAL OPERATIONAL COMMITMENTS		
Already contracted for but not provided for	26,556,962	20,272,813
TOTAL COMMITMENTS		
TOTAL COMMITMENTS		
Authorised capital expenditure	4,302,094	-
Authorised operational expenditure	26,556,962	20,272,813
	30,859,056	**20,272,813**

The increase is due to non-delivery of goods and services at year end.

OPERATING LEASES - AS LESSEE (EXPENSE)

MINIMUM LEASE PAYMENTS DUE		
• within one year	-	92,727

Operating lease payments represent rentals payable by the NCC for office space, storage and parking.

RENTAL EXPENSES RELATING TO OPERATING LEASES		
• within one year	6,535,740	6,255,494
• in second to fifth year inclusive	6,828,541	13,364,281
	13,364,281	**19,619,775**

Operating lease payments represent rentals payable by the NCC for office space, storage and parking. The NCC entered into a 5 year lease agreement for rental of office space on 1 April 2023.

FIGURES IN RAND

24. CONTINGENCIES

	2026	2025

CONTIGENT LIABILITIES.

CLAIMS AGAINST THE NCC

The NCC is either a litigant or a defendant in the matters as indicatated below. The outcomes of all these matters cannot be determined:

SANDTON REPO

The matter is about a supply of defective motor vehicle to the consumer. It is an appeal application by the respondent against the NCT's judgement on the point in limine. As of the reporting date the application from the applicant claiming an estimated legal costs of R500 000 was pending which may result in an obligation should the matter be decided against the NCC.

DROOM TROUEE

The matter is about promotional competition. The NCT's judgement ruled that the promotional competition was wrongful. As of the reporting, the applicant is claiming estimated legal costs of R700 000 should the matter be decided against the NCC.

GLANDISYNC CC

The matter is at High Court. The supplier has instituted claims for loss of earnings and defamation against the NCC. Applicant is claiming an amount in excess of R40 514 600 should the matter be settled against the NCC and legal costs estimated to the value of R2 000 000, to be paid by the NCC, should judgement be granted against the NCC. The Commission has recently appointed the attorneys to file answering affidavit. As of the reporting date, a notice to oppose was filed and the NCC has filed the Plea and the case is at discovery stage. The NCC has high chances of successfully defending the claim.

PLATINUMS WHEELS

The matter is about a supply of defective motor vehicle to the consumer. It is an appeal application by the respondent against the NCT's judgement which was in favour of the NCC. Applicant has filed the replying affidavit and pleadings are closed. As of the reporting date, the applicant is claiming an estimated legal costs of R102 210 should the matter be decided against the NCC.

TLOU JOEL PHIHLELA (MR PHIHLELA)

The matter is at the High Court. It is an application to compel the NCC to finalise the investigation within 90 days. The Commission has filed the answering affidavit and issued a Notice of Non-Referral. As of the reporting date, the applicant is claiming an estimated legal costs of R150 000 should the matter be decided against the NCC.

TINTAN TRADING

This matter is about a supply of defective motor vehicle to the consumer. It is an appeal application by the respondent against the NCT's judgement which was in favour of the NCC. The NCC has filed its Notice to oppose, and pleadings are closed. As of the reporting date, the matter was pending the outcome. There are no damages claimed by the appellant except legal costs which is estimated to be R1 000 000 should the appeal be granted.

PHUMLANI NKABINDE

The matter is at the High Court. The NCC is being compelled to investigate a complaint. The Commission is not opposing this application however as of the reporting date, NCC appointed the attorneys to negotiate a settlement agreement. It is estimated that an amount of R60 000 in legal costs will be incurred should the matter be decided against the NCC, through a settlement agreement.

PHENALOPE

The applicant is claiming damages in the sum of R323 124 as a result of the failure of the NCC to appeal against NCT judgement issued against the NCC, where the NCC referred her complaint to the NCT. As of the reporting date, the NCC asessed that the likelihood of the NCC losing this matter is slim.

FIGURES IN RAND

24. CONTINGENCIES (CONT.)

BAJ AUTO INVESTMENTS

This is a high court matter relating to defective supply of motor vehicle. Judgement was granted in favour of the NCC. As of the reporting date the respondent has applied for leave to appeal which is pending. An estimated amount of R800 000 in legal costs will be paid by the NCC, should the matter be decided against the NCC.

WOUTER VAN DER MERWE T/A THE VENUE SHONGWENI

This is an appeal lodged by the NCC against judgment in favour of The Venue Shongweni where the Tribunal held that the NCC has no power to make a finding that the supplier has contravened the provisions of the CPA. As of the reporting date, the Respondent is claiming legal costs in the sum of R800 000 should the appeal be dismissed.

SPARES FOR AFRICA

The matter is at High Court. It is about poor service and return of property. Judgement was granted in favour of the Commission. As of the reporting date, the respondent had applied for leave to appeal. It is estimated that an amount of R100 000 in legal costs, in favour of the respondent/appellant will be incurred should the matter be decided against the NCC.

WP MOTORS

The matter is about a supply of defective motor vehicle to the consumer. It is an appeal application by the respondent against the NCT's judgement which was in favour of the NCC. As of the reporting date, the NCC had filed its Notice to oppose and its attorneys are drafting the opposing affidavit. The applicant is claiming an estimated amount of R150 000 should the matter be decided against the NCC.

LABOUR MATTERS

B. GUGWINI VS THE NCC

Applicant is claiming unfair dismissal. The applicant lodged a review application at the labour court for the arbitration award in favour of the NCC. The applicant has filed a condonation application which is opposed by the Commission. As of the reporting date, It is estimated that an amount of R200 000 in legal costs will be incurred should the matter be decided against the NCC.

L.BIYANA VS NCC

This is an appeal by Mr Biyana against the CCMA award issued in favour of the NCC, confirming the dismissal of the said employee. The appellant, Mr Biyana is claiming legal cost in the sum of R500 000, if his appeal succeeds.As of the reporting date, this matter was pending.

SERVICE BONUS

Employees on salary level 1-10 (employees other than management) are only entitled to a service bonus when they have completed a period of twelve months within the NCC. Should an employee resign before the completion of the twelve months period, the service bonus is forfeited. As at 31 March 2026, the estimated amount that can possibly be paid to employees in the next twelve months is R1 180 710.

CONTINGENT ASSETS

WINGFIELD MOTORS

Appeal application lodged by the Applicant against the judgment of the NCT on a point in limine. The appeal application was dismissed, and the decision of the NCT on the point in limine was upheld. The appellate forum confirmed that the Applicant had failed to establish sufficient grounds to interfere with the Tribunal's ruling. As of the reporting date, the estimated amount that can be possibly be recovered arising from the proceedings is R302 335.

FIGURES IN RAND

24. CONTINGENCIES (CONT.)

AVURA MOTORS

The matter concerned an appeal application lodged by the Appellant against the judgment of the NCT, which had been granted in favour of the NCC. Following the institution of the appeal proceedings, the NCC formally opposed the application. Upon consideration of the matter, the appeal was ultimately dismissed, and the outcome remained favourable to the NCC. The appellate forum upheld the decision of the NCT, thereby confirming the correctness of the original judgment granted in favour of the Commission. As of the reporting date, the estimated recovery arising from the proceedings is R543 720.

LAMBONS (PTY) LTD

This is a review application arising from the Respondent's failure to comply with both the compliance notice and the judgment granted in favour of the NCC. As of the reporting date, the estimated amount to be recovered is R200 000.

SURRENDER OF SURPLUSES

The entity annually declares all surpluses or deficits to the relevant Treasury from the period 1 August to 30 September of each year, using its audited annual financial statements as the basis for calculation of surpluses or deficits.

The entity submits requests to the relevant Treasury to retain surpluses in terms of section 53(3) of the PFMA, as and when appropriate. Unless exempted by the National Treasury, the entity invests surplus funds with the Corporation for Public Deposits.

The NCC surrenders for re-depositing into the relevant Revenue Fund, all surpluses that were realised in a particular financial year –

(a) which were not approved for retention by the relevant Treasury in terms of section 53(3) of the PFMA; or
(b) where no application was made to the relevant Treasury to accumulate the surplus in terms of section 53(3) of the PFMA.

The surpluses are surrendered for re-depositing into the relevant Revenue by no later than 30 November of each year, as prescribed.

As at 31 March 2026, the NCC is exposed to a possible surrender to the value of R12 874 629. While the NCC will apply for retention of surplus funds, the surrender is dependent on the decision by the National Treasury to grant such approval.

25. RELATED PARTIES

RELATIONSHIPS

Members of key management	Refer to members' report note
Department of Trade, Industry and Competition	Member of **the dtic** group
Companies Tribunal	Member of **the dtic** group
Companies and Intellectual Property Commission	Member of **the dtic** group
National Consumer Tribunal	Member of **the dtic** group
National Credit Regulator	Member of **the dtic** group
National Gambling Board	Member of **the dtic** group
National Lotteries Commission	Member of **the dtic** group
National Metrology Institute of South Africa	Member of **the dtic** group
Competition Tribunal	Member of **the dtic** group
International Trade and Administration Commission	Member of **the dtic** group
National Regulator for Compulsory Specifiations	Member of **the dtic** group
National Empowerment Fund	Member of **the dtic** group
BBBEE Commission	Member of **the dtic** group
South African National Accreditation System	Member of **the dtic** group
Industrial Development Corporation	Member of **the dtic** group
Competition Commission	Member of **the dtic** group
Export Credit Insurance Corporation of South Africa	Member of **the dtic** group
South African Bureau of Standards	Member of **the dtic** group
Takeover Regulation Panel	Member of **the dtic** group

FIGURES IN RAND

25. RELATED PARTIES (CONT.)

	2026	2025

The NCC is presumed to be related to all other government entities within the national sphere by virtue of classification as a national public entity. However, only relationships, balances and transactions carried out within the ambit of **the dtic** group entities are disclosed to an extent that they are not at arm's length.

RELATED PARTY BALANCES

The NCC entered into a lease agreement with SABS for the rental of property and related services.

AMOUNTS INCLUDED IN TRADE PAYABLE REGARDING RELATED PARTIES

South African Bureau of Standards	(830,694)	(1,556,185)

The NCC through the rental agreement occupies the premises belonging to the SABS. The NCC also receives some of the ICT related services belonging to the SABS for a fee in return.

RELATED PARTY TRANSACTIONS

TRANSFER PAYMENT RECEIVED

Department of Trade, Industry and Competition	88,360,000	71,220,000

The NCC is funded by government grants received through the Department of Trade, Industry and Competition. The transfer payments are received within normal operating terms. The amount is included in revenue in the statement of financial performance.

2026	Number of meetings attended	Committee fees	Other	Travel and other claims	Total
Ms. N. Matomela (Ex-officio member)	3	-	-	-	-
Mr. N. Marota*	4	27,185	-	1,000	28,185
Adv. L. Mbana**	1	-	-	-	-
Mr. F. Docrat (Chairperson)*	4	80,002	-	-	80,002
Mr. P. Mukwevho (Chairperson)***	-	-	13,887	159	14,046
Dr. L. Best***	-	-	11,236	96	11,332
Mr. M. Putu***	-	-	11,236	-	11,236
		107,187	**36,359**	**1,255**	**144,801**

*Contract ended on 15 October 2025.
**Contract ended on 18 January 2026.
***Appointed on 4 March 2026.

2025	Number of meetings attended	Committee fees	Travel and other claims	Total
Ms. N. Matomela (Ex-officio member)	3	-	-	-
Mr. N. Marota	5	113,916	-	113,916
Adv. L. Mbana	5	111,327	2,000	113,327
Mr. F. Docrat (Chairperson)	5	147,696	4,439	152,135
	-	**372,939**	**6,439**	**379,378**

FIGURES IN RAND

25. RELATED PARTIES (CONT.)

ACCOUNTING AUTHORITY AND EXECUTIVE MANAGEMENT

2026	Basic salary	Pension contribution	Other payments received	Total
Mr. H. Ratshisusu-Acting Commissioner*	-	-	47,795	47,795
Ms. T. Mabuza- Deputy Commissioner**	549,125	61,957	375,586	986,668
Mr. J. Selolo- Company Secretary*****	83,768	10,890	128,090	222,748
Ms. T. Mmonwa- Chief Financial Officer and Divisional Head for Corporate services***	1,072,950	126,570	237,285	1,436,805
Ms. P. Moilwa- Divisional Head for Enforcement and Investigations	1,071,982	127,498	487,735	1,687,215
Ms. P. Kweyama- Divisional Head for Advocacy, Education and Awareness	1,084,352	140,148	385,714	1,610,214
Mr. J. Mbeje- Head of Legal	1,155,666	138,076	270,280	1,564,022
Mr. L. Nhlapo- Acting Chief Financial Officer and Acting Company secretary****	1,181,817	117,000	275,323	1,574,140
	6,199,660	**722,139**	**2,207,808**	**9,129,607**

*Acting from 1 May 2024. He is remunerated by the Competition Commission, the NCC compensates the Acting Commissioner for travel related expenditure only

**Contract ended on 31 May 2025

***Appointed on 1 May 2025

****Acting CFO in April 2025 and Acting Company Secretary from 1 June 2025

***** Resigned on 30 April 2025.

2025	Basic salary	Pension contribution	Other payments received	Total
Mr. H. Ratshisusu-Acting Commissioner*	-	-	24,671	24,671
Ms. T. Mabuza- Deputy Commissioner	1,536,800	178,550	408,750	2,124,100
Mr. J. Selolo- Company Secretary	1,008,976	130,678	366,415	1,506,069
Ms. P. Moshidi- Chief Financial Officer and Divisional Head for Corporate services**	88,667	11,527	133,943	234,137
Ms. P. Moilwa- Divisional Head for Enforcement and Investigations	1,005,549	120,666	462,730	1,588,945
Ms. P. Kweyama- Divisional Head for Advocacy, Education and Awareness	1,020,140	131,658	354,029	1,505,827
Mr. J. Mbeje- Head of Legal	1,089,322	130,678	269,018	1,489,018
Mr. L. Nhlapo- Acting Chief Financial Officer and Divisional Head for Corporate services***	1,105,887	110,731	219,892	1,436,510
	6,855,341	**814,488**	**2,239,448**	**9,909,277**

*Acting from 1 May 2024. He is remunerated by the Competition Commission, the NCC compensates the Acting Commissioner for travel related expenditure only.

** Resigned on 30 April 2024

***Acting from 1 May 2024

FIGURES IN RAND

26. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES

SIGNIFICANCE OF FINANCIAL INSTRUMENTS FOR FINANCIAL POSITION AND FINANCIAL PERFORMANCE

STATEMENT OF FINANCIAL POSITION

CATEGORIES OF FINANCIAL ASSETS AND FINANCIAL LIABILITIES

CARRYING AMOUNTS OF FINANCIAL ASSETS

CLASS OF FINANCIAL INSTRUMENT 2026	Note(s)	At amortised cost	Total
Cash and cash equivalents	6	18,577,534	18,577,534
Accrued Interest	3	6,040	6,040
Third party receivables	3	93,517	93,517
Staff debtors	4	51,397	51,397
Total carrying amounts		**18,728,488**	**18,728,488**

CLASS OF FINANCIAL INSTRUMENT 2025			
Cash and cash equivalents	6	16,711,676	16,711,676
Accrued interest	3	17,463	17,463
Trade and other receivables from exchange transactions	3	10,101	10,101
Debt imparment	3	(10,101)	(10,101)
Third pary reeivables	3	97,438	97,438
Staff debtors	4	31,094	31,094
Total carrying amounts		**16,857,671**	**16,857,671**

CARRYING AMOUNTS OF FINANCIAL LIABILITIES

CLASS OF FINANCIAL INSTRUMENT 2026			
Trade and other payables from exhange transactions	10	5,585,964	5,585,964

CLASS OF FINANCIAL INSTRUMENT 2025			
Trade and other payables from exhange transactions	10	4,777,789	4,777,789

NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

QUALITATIVE & QUANTITATIVE DISCLOSURES OVERVIEW

The NCC is exposed to the following risks from its use of financial instruments:

- Credit risk;
- Liquidity risk; and
- Interest rate risk.

The NCC's risk management policies are established to identify and analyse the risks faced by the NCC, to set appropriate risk limits and controls, and to monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the NCC's activities.

The NCC audit committee oversees how management monitors compliance with the risk management policies and procedures and reviews the adequacy of the risk management framework in relation to the risks faced by the NCC. The audit committee is assisted in its oversight role by internal audit. Internal audit undertakes both regular and ad hoc reviews of risk management controls and procedures, the results of which are reported to the audit committee and the risk committee.

FIGURES IN RAND

26. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONT.)

CREDIT RISK

SCOPE AND OBJECTIVES

Trade receivables are monitored on an ongoing basis resulting in expeosure to bad debts being insignifiant. A provison is made for doubful debts. The maximum exposure to credit risk is reprsented by the carrying value of each financial asset in the statement of financial position.

QUANTITATIVE AND QUALITATIVE INFORMATION ABOUT AMOUNTS ARISING FROM EXPECTED CREDIT LOSSES

CREDIT RISK EXPOSURE

For purposes of determining the credit loss allowances, management determine the credit rating grades of each financial asset at the end of the reporting period. These ratings are determined either externally through ratings agencies or internally where external ratings are not available.

FINANCIAL INSTRUMENTS WITHIN THE SCOPE OF GRAP 104 (REVISED 2019), BUT TO WHICH THE IMPAIRMENT REQUIREMENTS ARE NOT APPLIED

The maximum exposure to credit risk of such financial instruments is presented in the table below:

The following table summarises the entity's maximum exposure to credit risk for financial instruments within the scope of GRAP 104 for which no ECL is recognised. The maximum exposure is generally the carrying amount, without taking account of collateral or other credit enhancements.

		2026		2025	
CONTROLLING ENTITY FINANCIAL INSTRUMENT CLASS	Note(s)	Carrying amount exposed to credit risk	Maximum exposure to credit risk	Carrying amount exposed to credit risk	Maximum exposure to credit risk
Cash and cash equivalents	6	18,577,534	18,577,534	16,711,676	16,711,676
Third party receivables	3	93,517	93,517	97,438	97,438
Receivables from exchange transactions	3	6,040	6,040	17,463	17,463
Staff debtors	4	51,397	51,397	31,094	31,094
		18,728,488	**18,728,488**	**16,857,671**	**16,857,671**

LIQUIDITY RISK

The NCC is exposed to liquidity risk, which is the risk that the entity will encounter difficulties in meeting its obligations as they become due.

The NCC assesses its liquidity as low, taking into consideration the current funding stuctures and availability of cash resources. The NCC manages liquidity risk through an ongoing review of future commitments and monitoring of sufficient cash resources.

The maturity profile of contractual cash flows of non-derivative financial liabilities and financial assets held to mitigate the risk are presented in the following table. The cash flows are undiscounted contractual amounts.

MATURITY ANALYSIS OF CONTRACTUAL UNDISCOUNTED CASH OUTFLOWS – NON-DERIVATIVE FINANCIAL LIABILITIES

2026: CURRENT LIABILITIES	2026	2025
Payables from exchange transactions	5,585,964	5,585,964

The maturity analysis shows the remaining contractual maturities.

2025: CURRENT LIABILITIES	2026	2025
Payables from exchange transactions	4,777,978	4,777,978

The maturity analysis shows the remaining contractual maturities.

FIGURES IN RAND

26. FINANCIAL INSTRUMENTS - RISK MANAGEMENT AND OTHER DISCLOSURES (CONT.)

INTEREST RISK

SENSITIVITY ANALYSIS

SCOPE AND OBJECTIVES

The exposure to interest risk is managed by investing funds on a short term basis in the Corporation for Public Deposits to ensure maximum interest on surplus funds. The risk arises when there are downward interest rate changes, as this will reduce the interest income on invested funds.

INTEREST RATE RISK

The exposure to interest risk is managed by investing funds on a short term basis in the Corporation for Public Deposits to ensure maximum interest on surplus funds. The risk arises when there are downward interest rate changes, as this will reduce the interest income on invested funds.

Fluctuations in interest rates impact on the value of investments activities, giving rise to interest rate risk.

The entity policy with regards to financial assets, is to invest cash at floating rates of interest and to maintain cash reserves in short-term investments in order to maintain liquidity, while also achieving a satisfactory return for the NCC.

There have been no significant changes in the interest rate risk management policies and processes since the prior reporting period.

27. GOING CONCERN

We draw attention to the fact that at 31 March 2026, the entity had an accumulated surplus of 22,156,133 and that the entity's total assets exceed its liabilities by 22,156,133.

The annual financial statements have been prepared on the basis of accounting policies applicable to a going concern. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

28. FRUITLESS AND WASTEFUL EXPENDITURE

	2026	2025
Add: Fruitless and wasteful expenditure identified - current	12,196	-

Fruitless and wasteful expenditure has been disclosed in line with the provisions of National Treasury Instruction Note 4 of 2022/23.

The incident relates to a missed flight and is under investigation and consequence management or corrective action is taken as recommended by investigative and loss control committee reports.

29. IRREGULAR EXPENDITURE

Irregular expenditure-current year	-	202,500

No irregular expenditure incurred in the current year.

FIGURES IN RAND

30. BUDGET DIFFERENCES

MATERIAL DIFFERENCES BETWEEN BUDGET AND ACTUAL AMOUNTS

30.1 INTEREST RECEIVED- BANK ACCOUNTS

The variance in interest received is attributable to over-budgeting. NCC initially anticipated receiving the full grant at the beginning of the financial year. However, the funds were instead received in tranches. As a result, a significant portion of the budget was utilised early in the year, limiting the organisation's ability to generate interest income and leading to forgone interest revenue.

30.2 GOVERNMENT GRANTS & SUBSIDIES

The NCC has an allocated grant for the financial year of R88,360,000 as per the allocation. The full allocation has been received. This is made up of an initial allocation to the value of R71,360,000 and an additional R17,000,000 allocated during the financial year to fund legal gees, tools of trade and the opt-out registry system. In total, the NCC had a revenue budget of

R98 981 320 with actual revenue to the value of R98 099 504 received.

30.3 ACCUMULATED SURPLUSES

During the financial year 2024/25, National Treasury granted the NCC permision to retain surplus cash generated during the 2024/25 financial year. This surplus has been used to supplement the budget for the 2025/26 financial year. The retained surpluses are used to offset losses on the financial statements.

30.4 EMPLOYEE RELATED COSTS

Compensation of employee indicates an underspending of R2,999,385 . This is primarily due to vacant posts that had not been filled at year end.

30.5 DEPRECIATION

Depreciation is a non-cash item

30.6 GENERAL EXPENSES

The variance is due to ICT activities over lapping into the new financial year.

30.7 DISPOSAL OF ASSETS

The variance between budget and actuals for the disposal of assets is due to an assessment of ICT infrastructure, which identified certain assets as redundant. This arose from NCC's transition of data storage from on-premises servers to cloud- based solutions, resulting in the disposal of affected asseven though the variance on goods and services is positive, it does not translate to the availibility of funds.

30.8 PROPERTY PLANT AND EQUIPMENT

The underspending is attributable to the non delivery of vehicles before year end of the 2025/26 financial year however the allocated funds were fully committed through approved procurement processes and contractual commitments as at 31 March 2026.

FIGURES IN RAND

31. PRIOR-YEAR ADJUSTMENTS

During the current financial period, management identified a classification error relating to the presentation of operating lease liability in the prior period financial statements. The operating lease liability had not been appropriately split between current and non-current liabilities in accordance with GRAP 13 requirements.

The error resulted in the entire operating lease liability being presented as current liabilities instead of being disclosed entirey as non-current liabilities.

The correction of the error has been applied retrospectively through the restatement of the comparative figures. The correction only affected the classification of liabilities and had no impact on profit or loss, equity or cash flows previously reported.

The correction of the error results in adjustments as follows:

STATEMENT OF FINANCIAL POSITION

2026	Note(s)	As previously reported	Re- classification	Restated
Operating lease liability-current liabilities	9	816,242	(816,242)	-
Operating lease liability- non-current liabilities	9	-	816,242	816,242
		816,242	**-**	**816,242**

32. EVENTS AFTER THE REPORTING DATE

Based on the procedures performed and information available to management up to the date of this representation, no subsequent events have been identified that require adjustment to, or disclosure in the annual financial statements.

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