

ANNUAL REPORT
2024-2025

BRAND *South Africa*



DEMOCRACY | FREEDOM | RESILIENCE



Inspiring new ways

TABLE OF CONTENTS

PART A: GENERAL INFORMATION	03
GENERAL INFORMATION	04
FOREWORD MESSAGES	
THE MINISTER IN THE PRESIDENCY MS KHUMBUDZO NTSHACHENI	05
THE DEPUTY MINISTER IN THE PRESIDENCY MR KENNETH MOROLONG	06
MESSAGE FROM THE CHAIRPERSON OF THE BOARD	07
CHIEF EXECUTIVE OFFICER'S ANNUAL REPORT MESSAGE MR NEVILLE MATJIE	09
STATEMENT OF RESPONSIBILITY	11
STRATEGIC OVERVIEW	12
ABOUT BRAND SOUTH AFRICA	14
LEGISLATIVE AND OTHER MANDATES	14
ORGANISATIONAL STRUCTURE	15
PART B: PERFORMANCE INFORMATION	16
AUDITOR'S REPORT	17
OUTCOME 1: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY	17
OUTCOME 2: GLOBAL REPUTATION STUDY PERCEPTION ELEMENTS	17
OUTCOME 3: INCREASED NATION BRAND ADVOCACY AND ACTIVE CITIZENSHIP PERCENTAGE LEVELS OF AWARENESS OF THE PLAY YOUR PART PROGRAMME	19
OUTCOME 4: ALIGNED NATION BRAND EXECUTION AND EXPERIENCE DOMESTICALLY AND INTERNATIONALLY	21
OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE	22
KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES	23
INSTITUTIONAL PROGRAMME INFORMATION	24
PROGRAMME 1: ADMINISTRATION	24
PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT	24
PROGRAMME 3: STAKEHOLDER RELATIONSHIPS	64
PROGRAMME 1: ADMINISTRATION TABLE	70
PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT	71
PROGRAMME 3: STAKEHOLDER RELATIONSHIPS	73
LINKING PERFORMANCE WITH BUDGETS	74
REVENUE COLLECTION	74
CAPITAL INVESTMENT	74
PART C: CORPORATE GOVERNANCE	75
THE ACCOUNTING AUTHORITY/BOARD OF TRUSTEES	76
BOARD MEETINGS	81
BOARD COMMITTEES	81

EXECUTIVE COMMITTEE MEMBERS	83
REMUNERATION OF BOARD MEMBERS	84
RISK MANAGEMENT	85
COMPLIANCE WITH LAWS AND REGULATIONS	85
BOARD CODE OF CONDUCT	86
SOCIAL RESPONSIBILITY	86
AUDIT COMMITTEE REPORT	89
B-BBEE COMPLIANCE PERFORMANCE INFORMATION	90
PART D: HUMAN RESOURCE MANAGEMENT	91
HUMAN CAPITAL VALUE PROPOSITION	92
VISION AND RESPONSIBILITIES	92
EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK	93
EMPLOYMENT AND VACANCIES	96
EMPLOYMENT CHANGES	98
EQUITY TARGET AND EMPLOYMENT EQUITY STATUS	99
CHINA PROGRAMME	100
PART E: PFMA COMPLIANCE REPORT	102
RECONCILIATION OF IRREGULAR EXPENDITURE	103
RECONCILING NOTES	103
CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE (UNDER ASSESSMENT, DETERMINATION, AND INVESTIGATION)	103
CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE REMOVED - (NOT CONDONED)	103
CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE RECOVERED	104
CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE WRITTEN OFF (IRRECOVERABLE)	104
FRUITLESS AND WASTEFUL EXPENDITURE	104
SUPPLY CHAIN MANAGEMENT	106
LATE AND/OR NON-PAYMENT OF SUPPLIERS	106
PROCUREMENT BY OTHER MEANS	106
CONTRACT VARIATIONS AND EXPANSIONS	107
PART F: FINANCIAL INFORMATION	108
REPORT OF THE AUDITOR-GENERAL	113
AUDITED FINANCIAL STATEMENTS	119

LIST OF ABBREVIATIONS/ACRONYMS

AFCFTA	African Continental Free Trade Area Agreement	IOL	Independent Online
AGOA	African Growth and Opportunity Act	JSE	Johannesburg Stock Exchange
AGSA	Auditor-General South Africa	LASA	Lawyers for the Arts South Africa
ARCO	Audit and Risk Committee	MTSF	Medium-Term Strategic Framework
AU	African Union	NASA	The National Aeronautics and Space Administration
B-BBEE	Broad-Based Black Economic Empowerment	NASCAR	National Association for Stock Car Auto Racing
BCIU	Business Council for International Understanding	NCPD	National Council of and for Persons with Disabilities
BDDF	Be Disciplined and Dedicated Foundation	NDP	National Development Plan
BMA	Border Management Authority	NFVF	National Film and Video Foundation
BRICS	Brazil, Russia, India, China, South Africa	NQF	National Qualifications Framework
CAO	Community-Based Advice Offices	NYDA	National Youth Development Agency
CCA	Corporate Council on Africa	NYSE	New York Stock Exchange
CDC	Coega Development Corporation	OHS	Occupational Health and Safety
CMA	Comrades Marathon Association	PFES	Positive Futures Engagement Series
CoA	College of Africa	PFMA	Public Finance Management Act
CTICC	Cape Town International Convention Centre	SAEEC	South African Electrotechnical Export Council
DBSA	Development Bank of Southern Africa	SAiSG	South Africans in Singapore
DHET	Department of Higher Education and Training	SARB	South African Reserve Bank
DIRCO	Department of International Relations and Cooperation	SARS	South African Revenue Service
DMRE	Department of Mineral Resources and Energy	SEJA	Socio-Economic Justice for All
DoBE	Department of Basic Education	SAYA	South African Youth Awards
dtic	Department of Trade Industry and Competition	SMMEs	Small to Medium-Sized Enterprises
ECDC	Eastern Cape Development Corporation	TEA	Township Entrepreneurs Alliance
FOCAC	Forum on China-Africa Cooperation	TRC	Truth and Reconciliation Commission
G20	Group of Twenty	UK	United Kingdom
GBV	Gender-Based Violence	UAE	United Arab Emirates
GNU	Government of National Unity	UNGA	United Nations General Assembly
GRAP	Generally Recognised Accounting Practice	USA	United States Of America
GSA	Global South Africans	VW	Volkswagen
IAU	International Astronomical Union	WEF	World Economic Forum
IEC	Independent Electoral Commission		

PART

A

**GENERAL
INFORMATION**



PUBLIC ENTITY'S GENERAL INFORMATION

Registered name of the public entity:	Brand South Africa
Registration numbers and/or other relevant numbers:	IT1986/02
Registered office address:	103 Central Street, Houghton, Johannesburg, 2041
Postal address: PO Box 87168, Houghton, 2041	PO Box 87168, Houghton, 2041
Contact telephone numbers:	011 483 0122
Email address:	info@brandsouthafrica.com
Website address:	www.brandsouthafrica.com
External auditor information:	Auditor-General South Africa, 39 Scott Street, Bramley, Johannesburg, 2090
Banker information:	Nedbank Limited, 1st Floor, Lakeview, Constantia, Kloof, Roodepoort, 1709

THE MINISTER IN THE PRESIDENCY

MS KHUMBUDZO NTSHAVHENI

The 2024/25 financial year marked a critical period in South Africa's journey towards renewal, unity, and global competitiveness. Brand South Africa has made significant strides in advancing the objectives of the Medium-Term Strategic Framework (MTSF) and the Nation Brand mandate as outlined in the 2020–2025 Strategic Plan. The entity's work in domestic and international marketing, research, and advocacy has significantly improved the country's image and reputation.

Globally, Brand South Africa elevated the Nation Brand's visibility and profile through key strategic engagements. South Africa assumed the G20 Presidency in December 2024, with Brand South Africa playing a central role in shaping the country's brand image and messaging through integrated marketing and communications strategies.

The importance of strategic foresight and consistent policy implementation cannot be overstated. The entity supported major international events, including the United Nations General Assembly, investment led initiatives in London and Singapore, the Cannes Film Festival, facilitated country brand initiatives in China and New York; and concluded at the World Economic Forum in Davos, our flagship event.

Brand South Africa has secured international accolades, including recognition from City Nation Place and partnerships with The Earthshot Prize and National Geographic. Its efforts in championing sustainability, cultural diplomacy, and thought leadership placed South Africa firmly on the map as a forward-looking, globally respected nation.

While the entity has recorded commendable progress, negative perceptions about the country persisted, particularly in governance and safety, which remain below the global reputational benchmarks. Although both elements showed marginal improvement in the 2024/25 Global Reputation Study, they remain critical focal points. In addition, economic uncertainty and global geopolitical tensions created headwinds that impacted South Africa's image and competitiveness.

Domestically, national pride and social cohesion saw upward trends, while service delivery and inequality issues continued to shape local perceptions. These challenges reinforce the need for coordinated, cross-sectoral efforts to strengthen South Africa's brand from within, while projecting a coherent message globally.

The 2025 South African elections marked a pivotal moment in the country's democratic journey, resulting in the formation of a Government of National Unity (GNU) that brings together diverse political voices under a shared vision for progress. This inclusive approach has been widely praised by the international community as a bold and mature step toward political stability, social cohesion, and long-term development.



Brand South Africa's mandate is more vital than ever, as it leads the charge in promoting a renewed national vision of unity, resilience, and opportunity to the world. At this critical juncture, with both achievements to celebrate and challenges to face, its role in strategic storytelling and global engagement is essential to reaffirming South Africa's place as a beacon of democratic progress and inclusive governance. As we strive toward a prosperous and admired nation, Brand South Africa remains central to inspiring new ways and showcasing the best of who we are.

I want to extend my sincere appreciation to the Board of Trustees, the Chief Executive Officer, his executive leadership, and staff of Brand South Africa for their unwavering commitment to building a strong, credible, and united National Brand. I also wish to thank our stakeholders across government, business, and civil society, locally and internationally, who have contributed to enriching our programmes and advancing our strategic objectives.

MS KHUMBUDZO NTSHAVHENI
MINISTER IN THE PRESIDENCY

THE DEPUTY MINISTER IN THE PRESIDENCY

MR KENNETH MOROLONG

The 2024/25 financial year marked a period of revitalisation for Brand South Africa as it intensified efforts to build a globally competitive and unified Nation Brand. Notable achievements included the successful rollout of domestic and international campaigns that enhanced South Africa's image both locally and globally. Central to these efforts was the celebration of 30 Years of Democracy through multi-platform activations, which not only honored the country's democratic journey but also deepened the national narrative for future generations.

The flagship campaigns, "30 Years of Freedom" and "This Is Why We Matter," highlighted South Africa's progress since 1994 and reinforced its appeal as a destination for investment and tourism. "30 Years of Freedom" used storytelling, media, and international platforms to reflect on themes such as human rights, development, and national unity, while "This Is Why We Matter" focused on projecting South Africa's cultural identity, resilience, and global relevance. Together, these campaigns served to foster national pride and position the country confidently on the world stage.

The 'Play Your Part' programme fostered civic pride, entrepreneurship and empowerment activities focused on women and youth. This reflects Brand South Africa's broader mission of promoting national unity, encouraging civic responsibility, and ensuring that citizens are given an opportunity to play their part in national efforts, thanks to the Play Your Part Ignite programme. Notable achievements include increased stakeholder confidence, with 80% of partners satisfied with their experience, and a steady rise in Nation Brand awareness, reaching 37%. Brand South Africa continues to empower citizens to shape and share our story with confidence and unity.

Strategic domestic collaborations with institutions such as the University of the Witwatersrand (Wits), the Graduate School of Business (GIBS), and the University of South Africa (UNISA) showcased an emphasis on elevating the role played by academic institutions on learning and innovation.

The organisation's proactive involvement in major local events, including the 2024 General Elections, further demonstrated its role in shaping and celebrating our national unity and solidarity.

This report is more than a record of achievements; it is a testament to South Africa's enduring spirit and ability to shine domestically and on the world stage. As we move forward, let us deepen our commitment to telling our own story with pride and purpose. Brand South Africa will remain a beacon of our collective ambition and the custodian of a Nation Brand that reflects our diversity, resilience, and shared future.



I commend the Chairperson Ms Ipeleng Selele, the Board of Trustees, the Chief Executive Officer Mr Neville Matjie, his executive team, and staff of Brand South Africa for their continued dedication and innovation. Their tireless work in promoting South Africa's image and values plays a vital role in achieving our shared vision for inclusive development and national unity. I also extend my gratitude to our partners across all sectors, locally and internationally who have walked this journey with us, offering expertise, collaboration, and unwavering support.

MR KENNETH MOROLONG
DEPUTY MINISTER IN THE PRESIDENCY

CHAIRPERSON'S REPORT

It is with great pride that I present the Brand South Africa Annual Report for the 2024/25 financial year. This year has been a pivotal period in which the Board continued to exercise its governance, oversight, and strategic stewardship with a deepened commitment to transparency, accountability, and inclusive growth. The Board marked a significant step in its commitment to revitalising South Africa's global image and economic appeal.

In the last quarter, the Board proudly appointed Mr Neville Matjie as Chief Executive Officer of Brand South Africa. With over 20 years of experience in trade, investment, destination marketing, and economic development, Mr Matjie brings proven leadership to the role, having previously served as CEO of Trade and Investment KwaZulu-Natal and Acting CEO of the Freeport Saldanha Special Economic Zone.

From a governance perspective, Brand South Africa remained firmly committed to fulfilling its mandated responsibilities during the year under review. The appointment and induction of the Board, along with strategic planning sessions and well-functioning committee structures, reinforced a culture of strong leadership, accountability, and compliance. The achievement of a clean audit opinion for the 2024/25 financial year, coupled with proactive risk management initiatives, is evidence of the entity's sound internal controls and commitment to good governance.

The Board played a key role in the approval of the Five-year Strategic Plan and the 2025/26 Annual Performance Plan. We exercised diligent oversight over the entity's performance, ensuring that the execution of strategic objectives was aligned with national priorities. In addition, we monitored the implementation of the Annual Performance Plan and oversaw the timely and accurate submission of statutory compliance reports to our Executive Authority, reaffirming our commitment to transparency and performance excellence.

The Board approved the establishment of the ICT Governance and ESG Committee as a strategic response to the evolving operational landscape and the growing imperative for responsible corporate stewardship. This decision reflects our commitment to strengthening oversight in two critical areas: the effective governance of digital infrastructure and the integration of environmental, social, and governance (ESG) principles into our entity's practices. For a nation brand agency, where trust, innovation, and sustainability are vital to shaping and promoting a credible national image, this committee ensures we uphold global best practices, drive transparency, and align our operations with the values we advocate on behalf of the country.

Strategic engagements undertaken during the reporting period, including preparations for South Africa's upcoming



G20 Presidency have been guided by deliberate risk mitigation and alignment with long-term national objectives. Our strong partnership with the B20 has further reinforced the importance of aligning with international standards, enhancing our ability to influence and engage on global platforms focusing on critical sectors to drive trade and investment. Through this collaboration, we continue to identify key platforms and programmes that are critical to both the agency's mandate and the country's broader strategic interests. Notably, the strategic engagements undertaken during the reporting period including the foundational work in preparation for South Africa's upcoming G20 Presidency.

The Board recognises the vital role of strategic foresight and the consistent application of policy in achieving impact across domestic and international platforms. Brand South Africa is well-positioned to steer the Nation Brand with clarity of purpose, underpinned by a strong governance framework that supports agility, accountability, and responsiveness to the evolving global landscape. Our strategic involvement has been focused not only on elevating South Africa's profile but also on reinforcing trust in our national institutions and showcasing our capacity to lead on the global stage.

Looking ahead, our priorities are centered on enhancing the effectiveness of the Board, driving innovation in national messaging, and expanding strategic partnerships at both local and global levels. We are committed to deepening stakeholder engagement by adopting a more inclusive, data-driven approach that fosters collaboration and amplifies South Africa's value proposition in investment, tourism, and national reputation. Among our recent achievements, the Board led the development of an enhanced governance framework and reinforced ethical leadership through active Committee oversight.

Over the medium to long term, our focus will be on institutionalising innovation, strengthening emotional connection with the Nation Brand, and fostering a more socially cohesive, globally competitive South Africa. We remain resolute in supporting economic growth, building national pride, and cultivating global partnerships that are rooted in our constitutional values, heritage, and shared identity. As we continue to engage meaningfully with the G20 agenda and other high-level platforms, our commitment is to ensure that Brand South Africa stands as a symbol of credibility, resilience, and opportunity.

To our valued stakeholders, partners, and employees: thank you for your unwavering support, collaboration, and dedication. It is through your collective effort that Brand South Africa continues to grow in strength and stature. Let us move forward together with renewed determination to shape a Nation Brand that reflects the excellence, unity, and aspirations of all South Africans.



MS IPELENG SELELE

CHAIRPERSON - BOARD OF TRUSTEES



CHIEF EXECUTIVE OFFICER'S OVERVIEW

It is with pleasure that I present Brand South Africa's 2024/25 Annual Report; a year marked by strong operational performance, strategic focus, and growing stakeholder confidence.

The entity achieved 82% of its statutory obligations and maintained a clean audit outcome, demonstrating sound financial discipline and effective use of limited resources. Despite staffing constraints, the human capital strategy advanced key priorities in wellness, transformation, and succession planning. Campaigns were executed efficiently through strategic partnerships and co-branding, while rigorous monitoring and evaluation frameworks ensured performance tracking and risk mitigation. Governance remained a strong pillar, with the Audit and Risk Committee overseeing compliance, technology, and cybersecurity developments.

Throughout the year, Brand South Africa delivered key milestones that enhanced the country's image both locally and globally.

Stakeholder satisfaction reached 80%, while Nation Brand awareness climbed to its highest since 2021. The Play Your Part programme also gained momentum, growing from 35% to 43% in awareness. Internationally, the Global Reputation Study reflected positive shifts in five out of six brand dimensions, signalling increased global confidence in South Africa's economic and cultural appeal. As the nation celebrated 30 years of democracy and assumed the G20 presidency, Brand South Africa played a vital role in shaping the country's global narrative—supporting efforts to attract investment, drive growth, and build a proud, united national identity.

We continue to implement robust monitoring and evaluation frameworks to address risks and uncertainties. Our governance structures, through the Audit and Risk Committee, ensure consistent oversight of technology, compliance, and organisational integrity. We are also strengthening internal controls and cybersecurity frameworks to safeguard our institutional credibility.

As South Africa commemorated 30 years of democracy and assumed the role of the G20 Presidency, Brand South Africa remained firmly committed to its core mandate: positioning the country as a globally respected, competitive, and investment-attractive nation. This historic convergence of democratic reflection and global leadership presents a unique moment to reshape international perceptions and unlock South Africa's vast economic potential. The government's



renewed focus on investment-led growth, policy certainty, and infrastructure development signals a pivotal opportunity for transformation and Brand South Africa is well-positioned to amplify this trajectory through strategic brand building and stakeholder engagement at home and abroad.

A key milestone in this mission was the successful execution of the South Africa House at the World Economic Forum (WEF) in Davos. In collaboration with corporate South Africa, Brand South Africa showcased the country's leadership, innovation, and cultural richness on one of the world's most influential stages. The activation featured a dynamic programme including the iconic "SA Night" cultural showcase, high-level panel discussions on investment and economic resilience, and a far-reaching digital PR and media campaign that significantly boosted global visibility. This initiative not only strengthened public-private partnerships but also reinforced South Africa's narrative as a capable, forward-looking nation with a compelling story for investors, tourists, and global stakeholders alike.

Our digital campaign reached over 2.5 billion global impressions, and our strategic engagement at the UN General Assembly enhanced and influenced positive investment interest. Domestically, the Active Citizenship Index rose to 64.9 and National Pride to 75.0, highlighting renewed optimism and trust in Brand South Africa's mission.

Brand South Africa, in partnership with leading corporates such as Exxaro, ABSA, Naspers, and Old Mutual, demonstrated the power and effectiveness of public-private collaboration in advancing the Nation Brand. These partnerships were instrumental in promoting South Africa's rich cultural heritage and economic reforms, reinforcing its reputation as a resilient and attractive destination for investment. In support of inclusive growth, Brand South Africa also enabled 15 South African entrepreneurs to participate in London Investment Week, offering them valuable global exposure and access to potential investors. These initiatives not only enhanced the country's international visibility but also affirmed Brand South Africa's strategic role in advancing national positioning, fostering economic inclusion, and driving sustainable development.

Operational excellence remained a hallmark of the organisation, with strong financial discipline, strategic stakeholder engagement, and innovative campaign execution. Notably, Brand South Africa secured R11 million in stakeholder contributions to support its presence at WEF Davos and played a critical role in delivering high-impact events both locally and abroad. Despite operating in a challenging and often unpredictable socio-economic environment, the organisation responded with resilience and agility.

Reputational risks related to safety, governance, and perception were addressed through clear, targeted messaging and proactive communication strategies aimed at both domestic and international audiences. Through adaptive, purpose-driven campaigns, Brand South Africa continued to counter misperceptions and elevate the country's strengths, reinforcing its global image as a capable, forward-looking nation.

Looking ahead, our strategic focus will centre on strengthening stakeholder alignment through the continued rollout of the Nation Brand Masterclass, an important platform for fostering a shared understanding of South Africa's brand narrative across sectors. We will also prioritise inclusive brand advocacy by scaling up active citizenship campaigns that engage South Africans in shaping and promoting their national identity. In parallel, we aim to deepen our global reputation-building efforts by forging strategic media partnerships that amplify South Africa's key messages on targeted platforms. As we advance, our research and insights function will be further refined to enable data-driven decision-making and ensure that our strategies remain responsive, evidence-based, and impactful.

I extend my sincere gratitude to the Trustees, led by our Chairperson Ms Ipeleng Selele, the Honourable Minister Khumbudzo Ntshavheni, Hon. Deputy Minister Kenny Morolong in the Presidency, Brand SA's Executive Management team and all staff, for their exceptional dedication and performance during the 2024/25 reporting period. A special word of appreciation to our former Acting CEO, Ms Sithembile Ntombela, whose leadership during the first three quarters of the year delivered commendable results and ensured entity stability. As we move forward, I encourage us all to continue working together with purpose and creativity, building a Nation Brand that truly reflects the best of who we are and what we can achieve.



Mr Neville Matjie
CHIEF EXECUTIVE OFFICER

STATEMENT OF RESPONSIBILITY

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT FOR THE YEAR ENDED 31 MARCH 2025

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

All information and amounts disclosed in the Annual Report is consistent with the Annual Financial Statements audited by the Auditor-General.

The Annual Report is complete, accurate and free from any omissions.

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

The Annual Report Statements (Part E) have been prepared in accordance with the Generally Recognised Accounting Practice (GRAP) standards applicable to the public entity.

The accounting authority is responsible for preparing the annual financial statements and for the judgements made based on this information.

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

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In our opinion, the Annual Report fairly reflects the entity's operations, performance, human resources information, and financial affairs for the financial year ended 31 March 2025.

Yours faithfully



Mr. Neville Matjie
Chief Executive Officer

STRATEGIC OVERVIEW



VISION

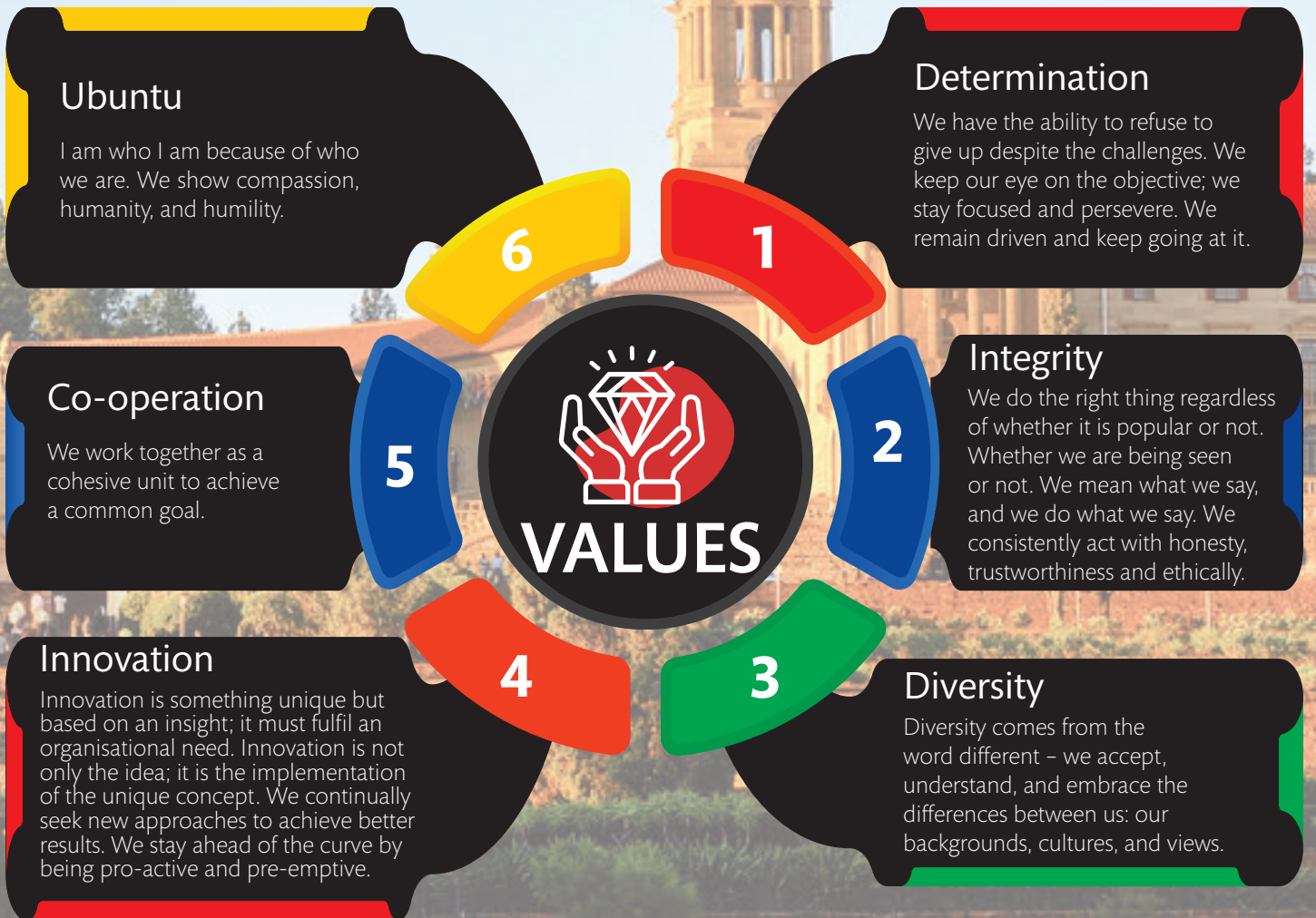
A Nation Brand that inspires its people and is admired globally.



MISSION

To be the authority on the Nation Brand and develop and implement proactive and coordinated marketing, communication, and reputation management strategies by:

- Developing and articulating a South African Nation Brand identity that will advance South Africa's long-term positive reputation and global competitiveness.
- Seeking the involvement and cooperation of various stakeholders in building awareness and the image of the Nation Brand domestically and international.
- Seeking to build individual alignment to the Nation Brand in South Africa, as well as pride and patriotism among South Africans.



ABOUT BRAND *South Africa*

Brand South Africa was established in 2002 as the Brand South Africa Trust in terms of the Trust Property Control Act No.57 of 1988 (as amended). It is a Schedule 3A Public Entity in terms of the Public Finance Management Act No.1 of 1999 (PFMA), which reports to the Presidency as its Executive Authority. Brand South Africa is strategically positioned as the official marketing agency of South Africa.

Purpose and primary objective

Trust's primary objective is to develop and implement proactive and coordinated marketing, communication, and reputation management for South Africa. The aim is to contribute to economic growth, job creation, poverty alleviation, and social cohesion by encouraging local and foreign investment, tourism, and trade through the promotion of Brand South Africa.

Mandate

To build South Africa's Nation Brand reputation in order to improve South Africa's global competitiveness.

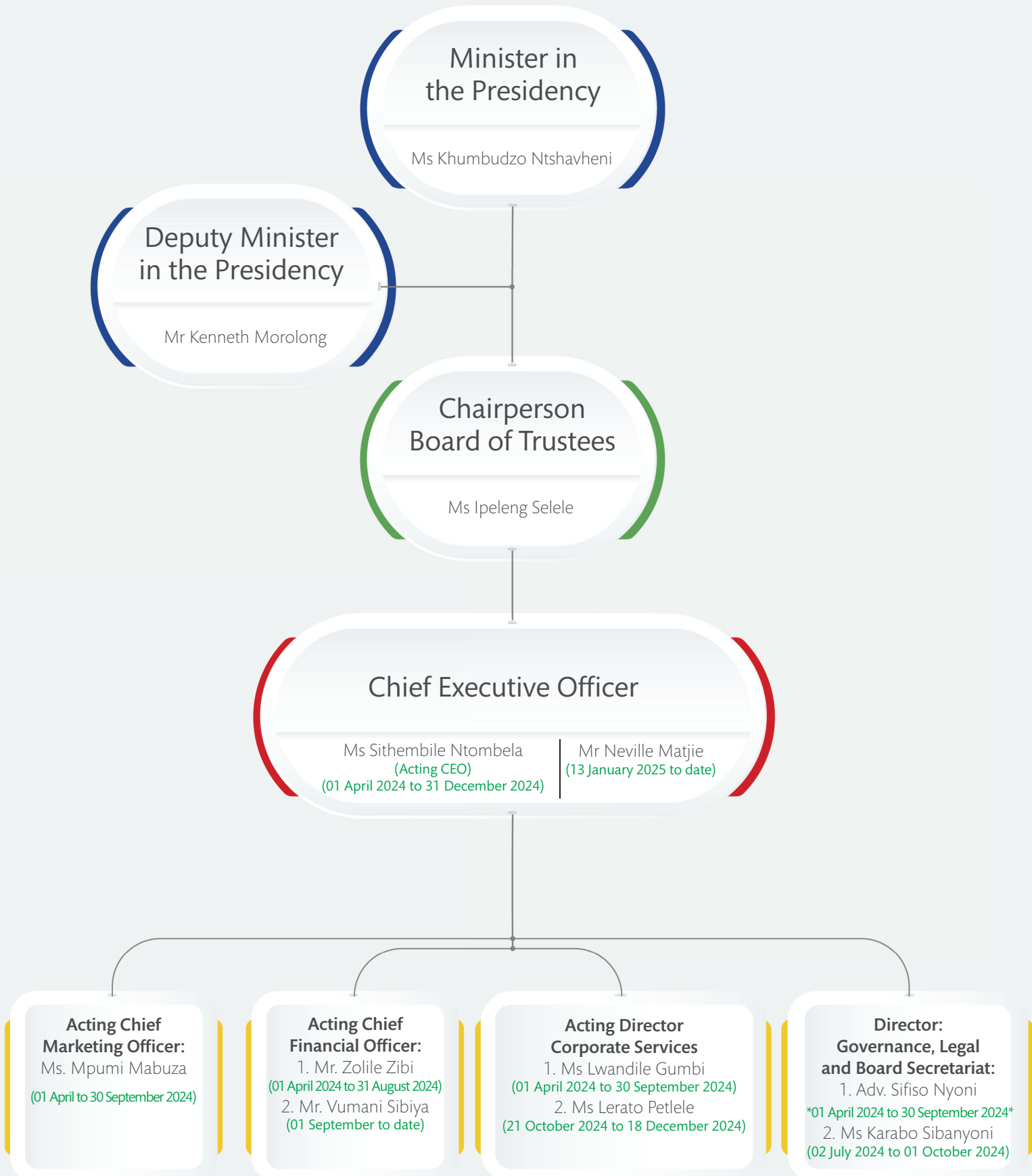
Arising from its mandate, Brand South Africa exists to build South Africa's Nation Brand to:

- Build investor confidence and contribute towards attracting global investors and tourists, and increasing consumers of South African goods and services;
- Enhance South Africa's international stature;
- Develop and disseminate key messages that effectively and positively tell the unique story of South Africa;
- Inspire pride, patriotism, social cohesion, nation building and positive change in South Africa;
- Inspire loyalty and advocacy in expatriate South Africans;
- Counter negative messages and impressions of South Africa;
- Showcase achievements of the National Development Plan (NDP);
- Assist government and the private sector in aligning their country communication strategies; and
- Leverage strategic global events and engagements to bring the brand story to life and to create lasting brand moments.

LEGISLATIVE AND OTHER MANDATES

Brand South Africa is a Schedule 3A public entity, registered as a trust in terms of the Trust Property Control Act No. 57 of 1988. The organisation's executive authority is the Minister in the Presidency. As a government-funded agency, Brand South Africa is regulated by the Public Finance Management Act No 1 of 1999 (as amended) and the National Treasury Regulations, 2005 (as amended).

ORGANISATIONAL STRUCTURE



PART
B

PERFORMANCE
INFORMATION



AUDITOR'S REPORT

PREDETERMINED OBJECTIVES

The AGSA currently performs the necessary audit procedures on the performance information to report material findings, as reflected in an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the management report, with material findings being reported under the predetermined objectives heading in the legal and regulatory requirements section of the auditor's report.

Refer to page 113 of the auditor's report, published in Part F: Financial Information.

PROGRESS REPORT TOWARDS THE ACHIEVEMENTS OF INSTITUTIONAL IMPACTS AND OUTCOMES

Performance to date as per the Outcomes stipulated in the Brand South Africa 2020 – 2025 Strategic Plan is assessed as follows:

OUTCOME 1: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY

Outcome Indicator; Positive perception of Brand South Africa as an entity, internally and externally according to the stakeholder perception survey.

The 2024/25 Brand South Africa Stakeholder Survey reflected a substantial improvement in stakeholder perceptions compared to the 2021 baseline with 80% of respondents indicating that they are either satisfied or very satisfied with their overall experience engaging with Brand South Africa.

Furthermore, 76% of stakeholders rated the organisation's ability to meet expectations as good or excellent, and 59% confirmed that collaboration with Brand South Africa positively contributed to the success of their own initiatives. These results signal a growing confidence in the organisation's relevance, responsiveness, and impact.

This upward trajectory suggests that Brand South Africa's efforts to enhance stakeholder engagement, improve programme visibility, and strengthen institutional responsiveness are beginning to yield positive results. While there is still room for growth, the improved stakeholder sentiment reflected in the latest survey provides encouraging feedback. As Brand South Africa moves into the next strategic cycle, sustaining and building on these gains will remain a priority to further strengthen its credibility and relevance as the custodian of the Nation Brand.

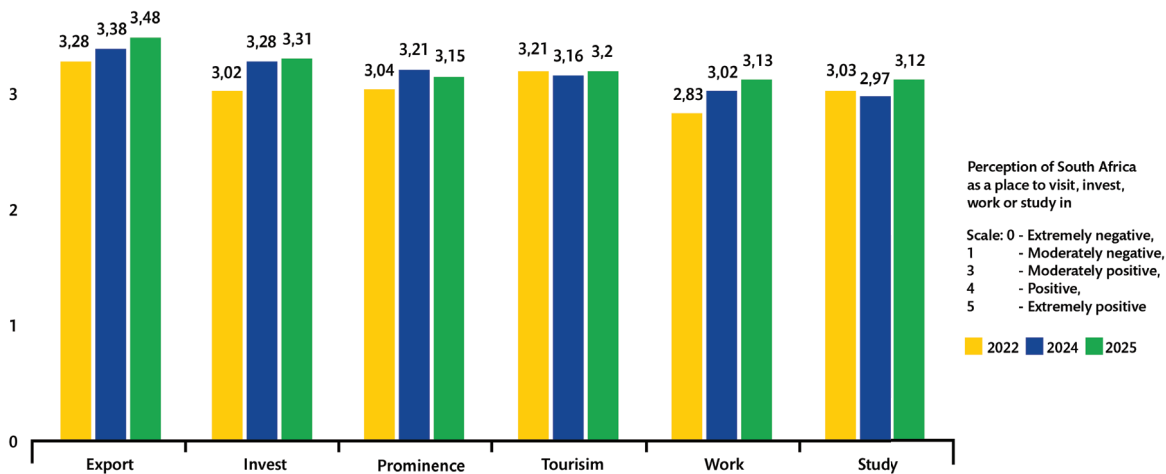
OUTCOME 2: INCREASED ATTRACTIVENESS THEREBY COMPETITIVENESS OF THE NATION BRAND

Brand South Africa's awareness levels have shown a steady upward trajectory, rising from 20% in 2022/23 to 29% in 2023/24, and reaching 37% in 2024/25. While the current level remains marginally below the 2021/22 peak of 38%, the sustained recovery signals a strong rebound in brand visibility. This positive trend reflects the effectiveness of renewed outreach efforts and targeted campaigns, positioning Brand South Africa on a clear path toward restoring and potentially surpassing its pre-2022 awareness benchmarks.

Global Reputation Study

The 2024/25 Global Reputation Study which was finalised at the end of Quarter 4 demonstrates positive shifts in global perceptions, with five out of six key dimensions improving in 2024. Exports, Investment, Tourism, Work, and Study all recorded growth, while only Prominence saw a slight decline.

Graph 1: South Africa's performance between 2021/22, 2023/24 and 2024/2025:



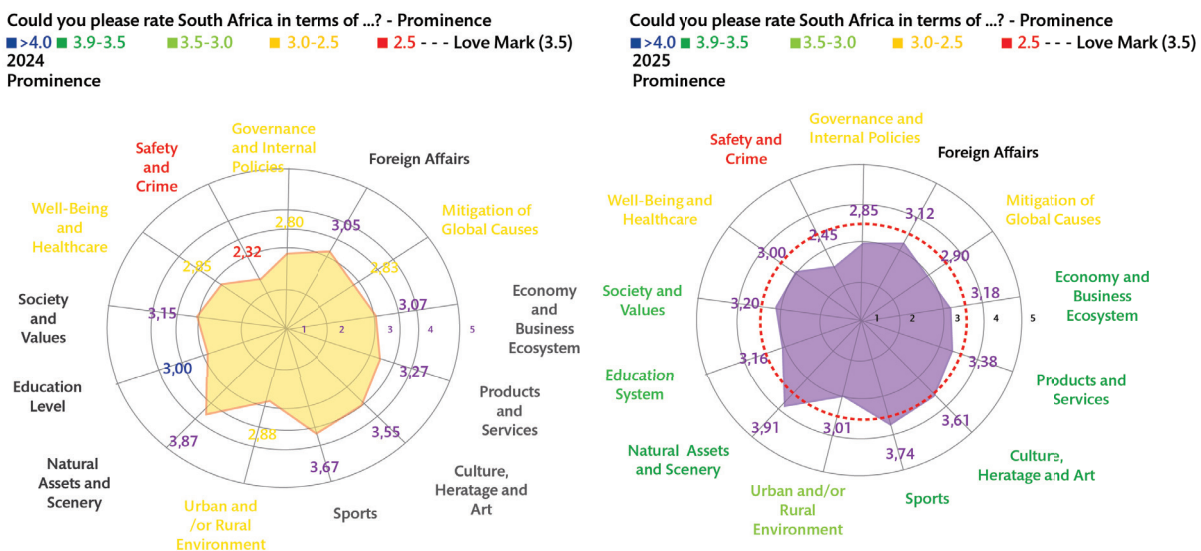
Source: Global Reputation Study.

- **Exports** rose from 3.28 (2022) to 3.48 (2024), up +2.96% in the last year, reinforcing South Africa's position as a strong global trade partner.
- **Investment** perception jumped from 3.02 to 3.28 in 2023 (+8.61%), then grew modestly to 3.31 in 2024 (+0.91%), signaling renewed but stabilising investor confidence.
- **Prominence** (reputation) improved to 3.21 in 2023 (+5.59%) but dipped slightly to 3.15 in 2024 (-1.87%), highlighting the need for ongoing reputation-building.
- **Tourism** fell from 3.21 to 3.16 in 2023 (-1.56%) but recovered to 3.20 in 2024 (+1.27%), indicating renewed global interest.
- **Work** perception increased from 2.83 (2022) to 3.13 (2024), with steady gains reflecting South Africa's growing appeal as a business and employment destination.
- **Study** perception declined in 2023 to 2.97 (-1.98%) but rebounded strongly to 3.12 in 2024 (+5.05%), showing renewed trust in the education system.

Global Reputation Study Perception Elements:

The 2024/25 results across South Africa's 13 core perception elements reveal measured improvements in key areas of national strength, while long-standing vulnerabilities particularly safety and governance remain below the reputational "lovemark" threshold of 3.5, which signifies strong emotional connection and high favourability.

Graph 2: South Africa's perceptions elements scores:



Source: 2023/24 Global Reputation Study.

South Africa’s Natural Assets (3.91), Sports (3.74), and Culture & Heritage (3.61) continue to lead its global brand profile, remaining above the 3.5 lovemark. These attributes reflect deep international admiration for the country’s landscapes, competitive excellence, and cultural richness. Products & Services (Exports) (3.38) also improved, nearing lovemark territory, suggesting rising confidence in South Africa’s consumer and business offerings.

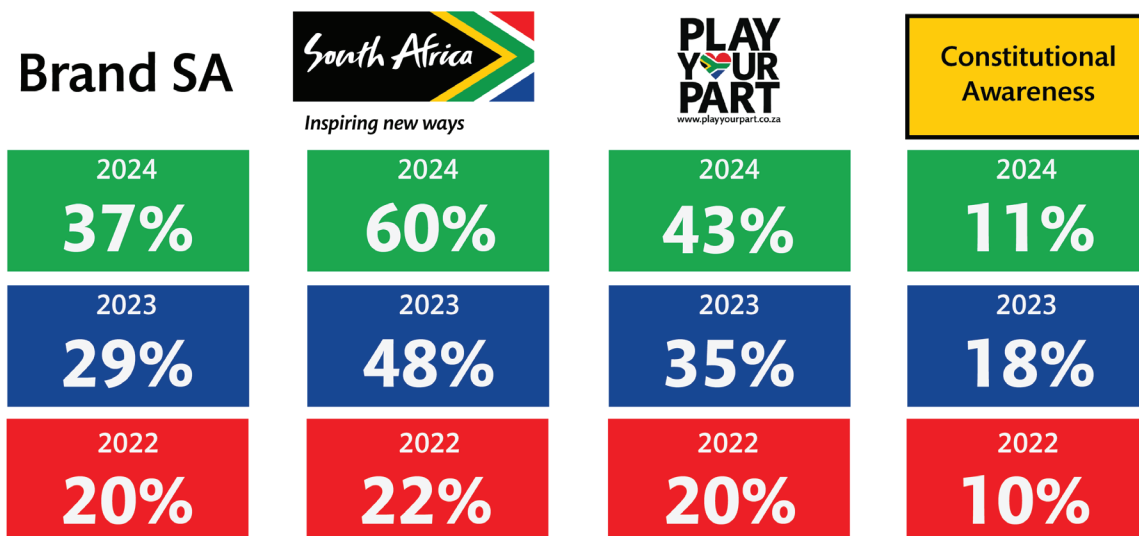
Encouragingly, Education perceptions rose from 3.00 to 3.16, and Society & Values climbed to 3.20, reflecting strengthened trust in South Africa’s human development outlook and social fabric. Though still below the 3.5 threshold, these shifts point to growing international respect for the country’s societal progress and ethical identity.

Perceptions of Governance & Policies (2.85) and Safety & Crime (2.45) remain South Africa’s lowest-rated elements well below the lovemark threshold. Nevertheless, both indicators recorded slight year-on-year improvements, signalling the early effects of reforms in leadership, accountability, and security. These remain critical areas requiring sustained progress to uplift overall national trust and credibility on the global stage.

OUTCOME 3: INCREASED NATION BRAND ADVOCACY AND ACTIVE CITIZENSHIP PERCENTAGE LEVELS OF AWARENESS OF THE PLAY YOUR PART PROGRAMME

The 2024/25 data from Domestic Perceptions Study reflected a score of 43%, indicating a 22.86% increase compared to 2023/24. Brand South Africa’s awareness levels increased from 29% to 37%. Although marginally below the 2021 level of 38% this recovery reflects renewed public visibility and more cohesive brand messaging. The same is seen in the South African logo and slogan “Inspiring New Ways” which grew from 48% in 2023/2024 to 60% in 2024/2025. Play Your Part, the flagship active citizenship initiative also saw an improvement over the same period from 35% to 43%. The Constitutional Awareness campaign increased declined from 18% to 11%.

Graph 4: Brand South Africa’s awareness levels over three years:



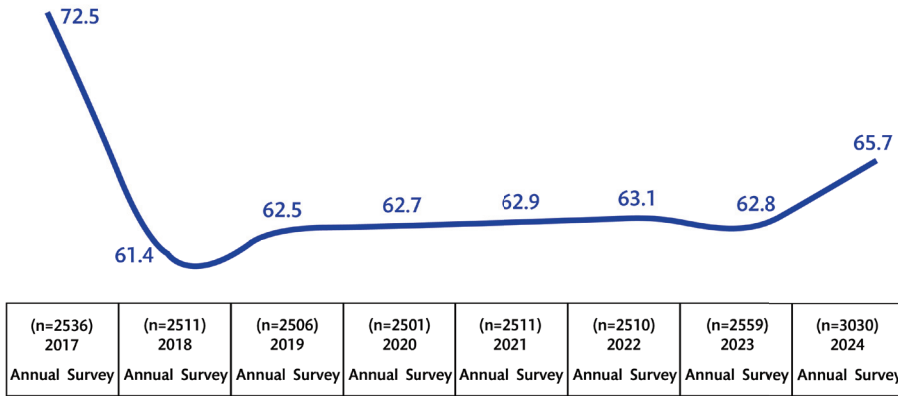
Source: Domestic Perceptions Research Study.

Measurement of Social Cohesion Index

From 2017 to 2023, social cohesion in South Africa reflected a nation in transition facing governance challenges and inequality yet showing steady resilience through strong community ties and a shared national identity. While trust in institutions fluctuated, the social fabric held firm.

In 2024, the establishment of the Government of National Unity signalled a renewed sense of collective purpose. The significant upswing in the cohesion score reflects growing public optimism, strengthened belief in inclusive governance, and a reinvigorated commitment to national unity and progress.

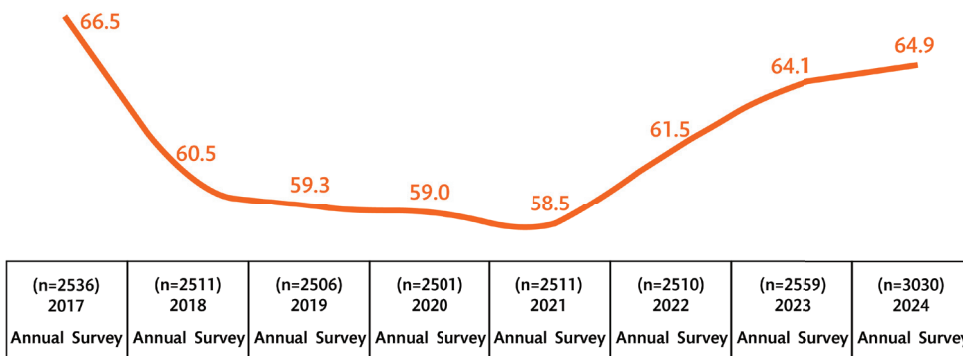
Graph 3: Social Cohesion Trend:



Measurement of Active Citizenship Index

The 2023/24 score was 64.1%. This score increased due to the social nature of active citizenship and development of localised community intervention activities to improve conditions which are clearly gaining momentum. From the first measure in 2017 at 67% to the sudden decline of 60.5%, the score continued to decrease in 2019 to 59.3%, to 59.0% in 2020 to 58.8 in 2021, and substantially increased to 61.5 in 2022 continuing into 2023 to a high of 64.1%.

Graph 4: Active Citizen Trend:



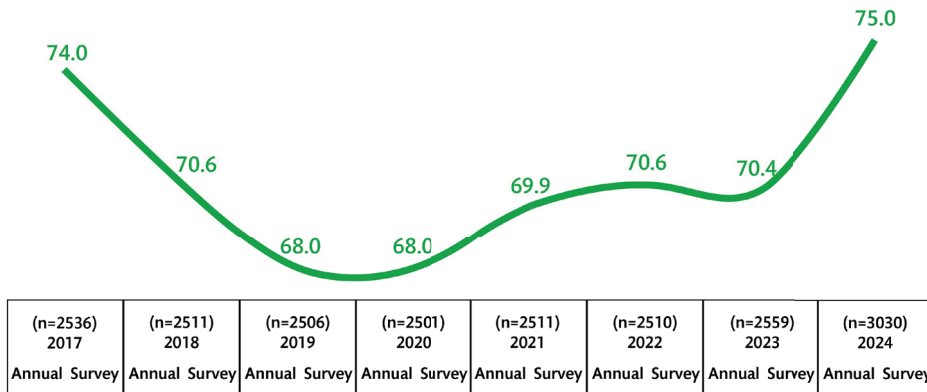
Source: Domestic Perceptions Research Study.

Measurement of National Pride Index

National pride in South Africa has not followed a linear path it has risen, dipped, and recovered in response to both lived realities and deeper emotional currents. The decline from 2017 to 2020 reflected widespread disillusionment, as optimism gave way to frustration over governance, inequality, and accountability. Yet even during the lowest point, a core sense of identity anchored in cultural richness, human spirit (Ubuntu), and national potential remained. What we've seen since 2021 is a gradual reawakening, as pride becomes rooted not only in institutional performance, but in how South Africans see themselves and their collective story. The recent surge is not just about what has changed externally, but about a reframing of what South Africa represents: a country of talent, innovation, and enduring global relevance; a society that values unity in diversity; and a place people continue to believe in despite the challenges.

Between 2017 and 2024, National Pride dipped through a challenging time but recovered to an all-time high. The important factor is not the score itself, but the trend. Incremental increases from a low in 2020 (68) to a spectacular high in 2024 (75), illustrates the power of hope the GNU has brought to the nation.

Graph 5: Active Citizen Trend:



Number of Global South Africans (GSA) subscribed to the GSA Web-based Networking Platform per annum.

10 official Global South Africans Ambassadors onboarded, 2106 members registered on www.globalsouthafricans .com portal, with 21 214 00 attendees reached with on-the-ground activations and over 30 000 000 through digital and social media platforms from inception to end of 24/25 financial year.

Outcome 4: Aligned Nation Brand execution and experience domestically and internationally

Outcome Indicator: Count of number of registrations for toolkit to improve consistency in Nation Brand messaging by different stakeholders

- 7 500 (from 1 April 2019 to date)



OVERVIEW OF PUBLIC ENTITY'S PERFORMANCE

EXTERNAL ENVIRONMENT ANALYSIS

Global Reputation Study Findings

As part of Brand South Africa's mandate to monitor the performance of the Nation Brand, the organisation undertakes global research assessing the country's reputation and competitiveness. The 2023/24 Global Reputation Study assessed perceptions about South Africa and its reputation in 17 countries, including Botswana, Ghana, Kenya, Egypt, the USA, UK, Germany, China, Japan, and Canada. Additionally, it was benchmarked against nine countries, one emerging and one emergent from each region. In 2023/24, this includes the UK, Egypt, Nigeria, Brazil, Chile, the UAE, Thailand, and Vietnam. This serves as a pivotal indicator of South Africa's standing within the contemporary globalised environment and its comparative analysis against other nations.

Insights from the Global Reputation Study are critical for positioning the country as an attractive investment destination, a place to visit, live, and work, for the following reasons: Firstly, in today's interconnected world, a nation's reputation is integral to attracting investment, tourism, and talent. Secondly, in a competitive global landscape, understanding South Africa's position relative to other nations helps identify areas of strength and those that require improvement. Finally, these insights inform effective marketing, communication, and investment strategies, attracting investment and talent. This underscores Brand SA's acute awareness of South Africa's positioning among a plethora of competitors vying for a finite share of investment, tourists, and talent. In this light, strategic considerations regarding brand positioning and comparative advantage become imperative.

The study focused on three broad aspects which includes a survey-based assessment of the perceptions of 9 800 individuals from the 17 countries measured; digital demand, i.e., the aspects relating to South Africa which have been searched by individuals using search engines such as Google and Baidu in 2023/24; and digital supply which is the content that appears in response to such searches. Noteworthy is that the digital demand component also assesses the main brand tags searched for these dimensions, indicating which sectors and segments are best placed to attract global appeal, and which can thus be leveraged. Critically, these are segmented by country and dimensions, ensuring that initiatives from both government and business can be tailored to suit the respective target markets.

The 2023/24 study builds on a similar study undertaken in 2021/22, which assessed 13 countries, one emerging and one emergent from each region. This enables easy longitudinal comparison of the country's trajectory relative to its competitors. Aspects such as South Africa's hosting of the BRICS summit and the African Growth and Opportunity Act (AGOA) forum, coupled with the country's stance on peacekeeping and mediation, can thus be directly measured in terms of their impact on citizen perceptions over time. This allows for analysis of the changes in the gap between perceptions and reality, indicating whether branding, marketing, and promotion campaigns succeed, especially in reshaping the narrative. Furthermore, as the country celebrates 30 years of democracy in 2024, it is important to reflect on its global reputation and how alike. This is especially important due to South Africa's growing global profile through its participation in multilateral institutions, such as BRICS (2023) and the G20 (2025), as well as its contributions to peacekeeping and mediation globally.

Brand South Africa launched the results of the Global Research Study in the form of a Research Reference Group. The initial launch was scheduled for 28 March 2024; however, due to venue unavailability, it had to be postponed. Furthermore, 28 March was the Thursday before the Easter long weekend in South Africa, causing concern about possible attendance numbers. The event was thus rescheduled to 26 April 2024, at the JSE building in Sandown, Johannesburg.

The launch event sought to gather 120 individuals from government, business, and civil society to unpack these results and their implications for the country's future trajectory. It tackled issues around economic strength, tourism appeal, governance, and safety, conceptualising ways to leverage brand enablers and tackle disablers. It assessed the gap between perception and reality, seeking ways to ensure that these converge.

South Africa Improves: South Africa showed notable improvements in most dimensions measured, with notable gains in exports (3.38 out of 5), investments (3.28), and prominence (3.21). The country only dropped in the tourism dimension, decreasing by 0.05 points. However, this is mainly a result of continued unfamiliarity and decreases in the perceptions of citizens from European countries. Furthermore, it is not consistent with the 39% increase in European tourists visiting South Africa observed in 2023.

Best Features Rated: At a perceptions level, South Africa scored most concerning natural assets (3.87 out of 5), sports (3.67), and culture and heritage (3.55). The country's score was affected by perceptions around crime (2.32 out of 5) and governance (2.80). On average, South Africa scored 3.1 out of 5, which is moderately positive according to the study's methodology.

Top of Mind Associations: Wildlife, safari, beauty, and Nelson Mandela continue to rank top of mind in top-of-mind respondents' perceptions about the country, indicating the continued salience of tourism and South Africa's triumphant past. Moreover, 68% of top-of-mind associations were positive, up from 57% in 2022.

Familiarity is Critical: In all elements and dimensions measured, familiarity was correlated with higher scores, indicating that reality is more accurate than perceptions. This was extremely significant in the scores for education, wellbeing, products, and economic and business ecosystems, where familiars ranked their perceptions above 0.6 points higher than non-familiars. However, apart from the score on products, the gap between familiars and non-familiars decreased in all the elements measured in the 2022 study. This indicates the successes of Brand South Africa and government activities.

Digital Demand: South Africa continued to be the most important market in regard to digital demand. However, India is a growing source of searches in all the dimensions measured, with a 17% increase in tourism-related searches. The US, Germany, and the UK continue to be the most important markets in terms of digital demand; however, India is an increasingly significant source of searches about South Africa.

South Africa Compared: South Africa was ranked third compared to benchmarked countries in all the dimensions measured aside for tourism. Only the UK, seen as one of the world's most valuable brands, and the UAE ranked higher.

Brand Improvement: 45% of respondents reported that their views of South Africa improved between 2023 and 2024. This was 13 points higher than the 32% expressed in 2022, which shared a similar perception.

South Africa's Global Stances and Mediation Are Positive: Over 63% of participants stated that South Africa's peacekeeping and mediation efforts improved their perceptions about the country. In comparison, over 50% stated that the country's genocide intent case against Israel improved their view of South Africa. This was also seen in South Africa's enhanced score for prominence.

Nation Brand Performance

An integral part of Brand South Africa's Research outputs is monitoring and tracking South Africa's performance across a series of indicators that seek to reflect on the country's competitive edge and reputation in a complex and highly competitive global environment.

Unlike corporate brands, a nation's brand, its performance, perceptions thereof, and reputation are shaped by actions taken by citizens, businesses, civil society, and government. In this context, Brand South Africa utilises the nation's brand performance insights to empower its stakeholders with the necessary information to drive the country's vision forward collectively.

Further, in celebrating 30 years of democracy in 2024, Brand South Africa's strategy underscored the importance of diversifying creative content beyond traditional audiovisual materials, emphasising the need to put a spotlight on South Africa's key strengths in alignment with the Nation Brand Hexagon pillars through the monitored indices. To this end, the Research Unit monitored a range of global indices and indicators that assess South Africa's standing in comparison to other nations, including but not limited to the Soft Power Index, Corruption Perceptions Index, Edelman Trust Barometer, Global Gender Gap Index, Rule of Law, Global Innovation Index, Ibrahim Index of African Governance, Sustainable Development Index, Afrobarometer, and the World Competitiveness Yearbook.

By tracking these indicators, we gained valuable insights into South Africa's progress and reputation on the global stage. This allowed us to assess the country's strengths, areas for improvement, and overall standing in relation to other nations.

KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no key policy and legislative changes during the period under review.

INSTITUTIONAL PROGRAMME INFORMATION

PROGRAMME 1: ADMINISTRATION

The Administration Programme provides strategic leadership, management, and support services to Brand South Africa's core business functions, ensuring sound governance, high performance, and optimal utilisation of available capital and resources.

In contributing towards Brand South Africa's impact of "*A prosperous Nation Brand / A patriotic and socially cohesive nation*", the Administration Programme delivers against the following outcomes in the strategic plan:

OUTCOME 1: IMPROVED REPUTATION OF BRAND SOUTH AFRICA AS AN ENTITY

Strategic Planning and Performance Monitoring

Strategic planning requires ongoing assessment and monitoring to identify performance and risk and enable the implementation of appropriate action. Brand South Africa subscribes to a set of evaluation frameworks as prescribed by the government and holds the achievement of its mandate in the highest regard. Brand South Africa is implementing its approved five-year Strategic Plan as well as the aligned 2024/25 Annual Performance Plan, which the Minister approved in the Presidency on 25 March 2024.

Information Technology Governance

Technology governance and management is seen as crucial to the enhancement of the Nation Brand. The Board, through its Audit and Risk Committee (ARCO), is responsible for oversight of information technology. The responsibility for day-to-day management has been delegated to EXCO, in ensuring alignment between information technology and business operational strategy. ARCO considers quarterly reports, which provide assurance on the security, business continuity and availability of Brand South Africa's information and technology systems of control, as well as assessments on the adequacy and effectiveness of governance, risk management, compliance and controls relating to technology and information. The IT Governance Framework and policies guide the management of information technology to ensure the confidentiality, security, integrity, and availability of systems, as well as the management of personal information.

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

The Brand, Marketing and Reputation Management Programme develops and articulates a Nation Brand identity to advance South Africa's long-term positive reputation and global competitiveness. This includes using research to monitor sentiment and the performance of the Nation Brand; analysing trends and providing insights that inform decision-making and communication strategies; and proactively and reactively communicating the country's value proposition and values, as well as progress.

In contributing to Brand South Africa's impact of "*A prosperous Nation Brand/A patriotic and socially cohesive nation*", the Brand, Marketing and Reputation Management Programme delivers against the following outcome in the strategic plan:

OUTCOME 2: INCREASED ATTRACTIVENESS AND COMPETITIVENESS OF THE NATION BRAND.

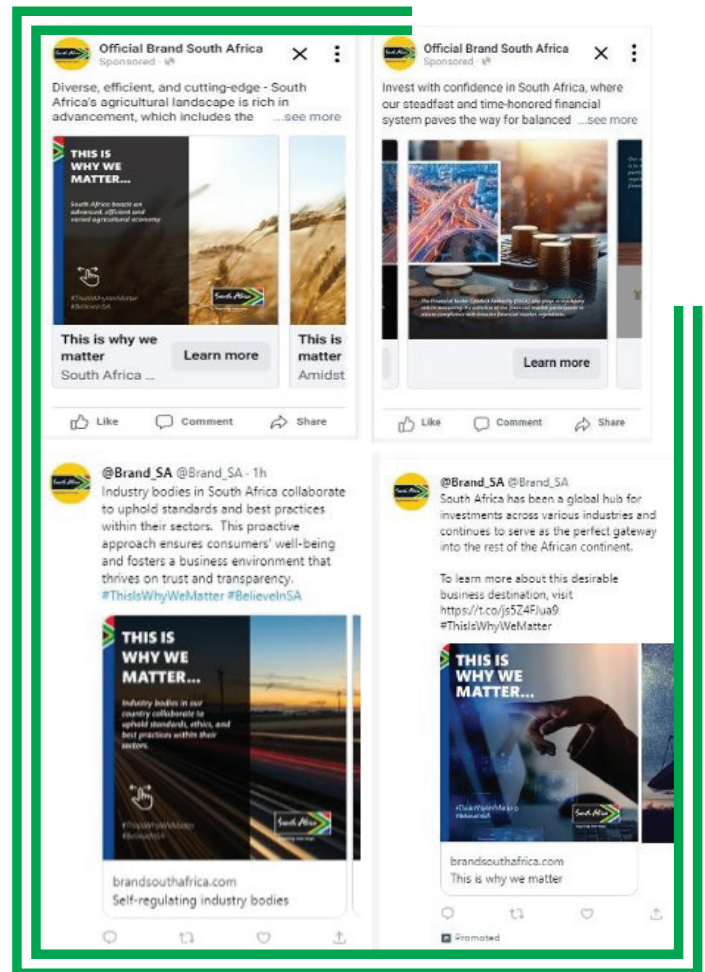
This outcome align with the national priorities of a better Africa, a better world, social cohesion, and promoting National Brand pride and patriotism.

Output: Number of marketing campaigns aimed at positioning South Africa as a preferred destination, flighted to international, regional, and domestic audiences.

Achievements

Brand South Africa is tasked with the mandate of managing the nation brand reputation whilst advancing its global competitiveness. During the year under review it remained a priority to showcase the nation brand's attractiveness to domestic and global audiences. To that end, the organisation implemented international and domestic campaigns during the fiscal year. In celebrating 30 years of democracy the 30 Years of Freedom marketing campaign was launched and flighted on domestic platforms. In seeding the nation brand positioning of being a desirable investment destination, an external facing marketing campaign under the theme "This is Why We Matter" was launched and has significantly enhanced Brand South Africa's visibility and investor confidence. This was evident in the improvements of the nation brand global reputation study with overall reputation improvements in scores.

"This is Why We Matter" campaign, built on the success of the 'Grow With South Africa' campaign which was flighted the previous year. The campaign aimed to bolster investor confidence by highlighting the regulatory environment in South Africa, thereby seeding the story that it is an attractive and sustainable investment destination. The campaign strategically utilised endorsements from blue-chip investors to showcase South Africa's proven investment potential. Regulatory bodies such as South African Revenue Service (SARS), South African Reserve Bank (SARB) and the Johannesburg Stock Exchange (JSE) are amongst those that are showcased to reinforce that South Africa believes in the rule of law. The campaign's Strategic Objectives are to reassure investors about South Africa's appeal as an investment hub, provide crucial information about South Africa's regulatory systems and bodies, particularly in the ICT sector, and emphasise the effectiveness of regulatory/professional bodies in setting standards and enforcing compliance without direct government intervention. The external facing campaign reached approximately 4 million audiences with 15,6 million impressions, from various international platforms targeting investors.



In support of the 30 Years of Democracy campaign and positioning South Africa as a leading investment destination in Africa, Brand South Africa launched an Investment AV aligned to celebrating commitments made by the democratic government to achieving strong, sustainable economic growth. The AV was flighted on YouTube under the theme "30 Years of Growing the Economy". The Investment Audio continues to contribute to enhancing Brand South Africa's visibility and investor confidence. Furthermore, the AV was played at key Brand South Africa's strategic platforms and also shared with strategic partners including South African embassies via DIRCO. These campaigns are aligned with the strategic objectives of promoting South Africa to its citizens through recognising and appreciating the hard earned freedom as well as positioning South Africa as a leading investment destination in Africa.

Output: Number of Nation Brand promotion activities implemented at global strategic platforms per year

Strategic platforms are independent global events that Brand South Africa leverages to position the country as an attractive destination for investment and trade.

Achievements

Africa Debate

Brand South Africa and the South African High Commission in the United Kingdom (UK) participated in the 10th edition of the Africa Debate, in partnership with Invest Africa, held during June 2024. The South African High Commissioner to the United Kingdom, H.E. Jeremiah Mamabolo, delivered a keynote address at the 10th Anniversary Reception of the Africa Debate as South Africa celebrated 30 Years of Freedom. The Africa Debate was attended by over 500 investors, market leaders, and senior decision-makers from government



agencies, commercial banks, private equity funds, sovereign wealth funds, and corporations across various sectors, including energy, oil and gas, technology, infrastructure, mining, agriculture, and logistics.

Brand South Africa also published articles on South African investments celebrating 30 Years of Freedom in the African Business Magazine, distributed online at the Africa Debate Conference. South African investment brochures were distributed at the Africa Debate, shared with stakeholders, and provided to the South African High Commission for their meetings. Brand South Africa leveraged the opportunity to conduct additional meetings with Moroccan consular, C-Suite businesspeople, London Stock exchange, and enhance the stakeholder network for future engagements.

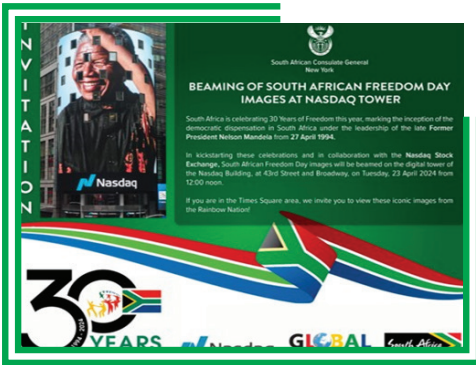
Cannes Film Festival

Brand South Africa partnered with the National Film and Video Foundation (NFVF) to promote and position South Africa’s exceptional talent, locations, and film industry at the 77th Cannes Film Festival. This collaboration aimed to ensure that South Africa was recognised for its remarkable skills within the film industry and its breathtaking locations for film production. The partnership included NFVF and Screen International, an international film, print and online media entity.

Team South Africa, represented by Brand South Africa, NFVF, WESGRO, and the Eastern Cape Development Corporation (ECDC), participated in and hosted several engagements to promote the nation’s brand through film and celebrate 30 years of democracy. The festival attracted over 10 000 attendees, and Brand South Africa promoted Team SA’s campaign on its digital platforms.



NASDAQ 30 years of democracy



Brand South Africa collaborated with the Consulate-General of New York and NASDAQ to commemorate Freedom Day by illuminating the 30 Years of Freedom images at NASDAQ Towers. This strategic event, held on 27 April 2024, celebrated Freedom Day with South Africans based in New York and Friends of South Africa in the USA. The goal for this year’s Freedom Day was to enhance the understanding of South Africa’s history among its citizens, both domestically and internationally, and to reflect on the progress made during the country’s democratic journey.

More than 100 South Africans, including government representatives, media outlets, and business representatives. Media coverage included outlets such as SABC, with the live video on YouTube currently having 3 900 views. Online publications and radio stations like Good Things Guy, Kaya 959, and Bizcommunity covered the event extensively. Additionally, social media coverage was significant on the platforms of DIRCO and the South African Consulate-General in New York.

China State Visit & FOCAC 2024

The Forum on China-Africa Cooperation (FOCAC), established in 2000, serves as a multilateral platform for political, trade, economic, societal, and cultural cooperation between China and African countries with formal diplomatic ties. South Africa participated in the 2024 FOCAC Summit under the theme “Jointly Advancing Modernisation and Building a High-End China-Africa Community with a Shared Future.” Ahead of the summit, President Cyril Ramaphosa conducted a State Visit to China, accompanied by ministers, premiers, and business leaders. Brand South Africa leveraged this platform to enhance the country’s Nation Brand and position it as an attractive investment destination. Key activities included:

- **Media Engagements:** Brand South Africa facilitated close to 10 strategic media interviews with ministers and business leaders, with additional interviews requested but unfulfilled due to scheduling conflicts. Brand SA also supported the Presidential Business Forum through branding and media outreach, further promoting investment opportunities.

- **Media Briefing by President Ramaphosa:** Brand SA organised a wrap-up media briefing with President Ramaphosa, primarily targeting Chinese media. The sentiment was overwhelmingly positive, contributing to favourable media coverage across major Chinese outlets, including China News Agency, Xinhua, and platforms like Weibo and Douyin. Future content is expected to focus on South Africa's science and innovation capabilities.
- **Investment Seminar:** In collaboration with the South African Consulate-General in Shanghai and Infrastructure SA, Brand SA hosted an Infrastructure Investment seminar focusing on sectors like renewable energy, new energy vehicles, agro-processing, and more. The event attracted 71 participants, including representatives from the New Development Bank and Caixin Media, boosting South Africa's visibility in the Chinese market.



79th Session of the United Nations General Assembly (UNGA)

Brand South Africa contribution to the Team SA programme during the 79th session of the United Nations General Assembly (UNGA), emphasising the country's global economic positioning through branding, PR activities, and strategic engagements. Key support was provided across three high-impact stakeholder sessions: the Business Council for International Understanding (BCIU), the New York Stock Exchange (NYSE), and the Corporate Council on Africa (CCA). These events underscored South Africa's status as a key player in the global investment landscape.

Brand SA played a vital role in branding and providing media visibility at the BCIU, NYSE, and CCA events. The focus was on showcasing South Africa as a dynamic investment destination, highlighting key opportunities in sectors such as minerals, renewable energy, and trade partnerships. This visibility strengthened the narrative around South Africa's economic reforms and investment potential on a global platform.



During the BCIU event, President Cyril Ramaphosa delivered a keynote address focusing on South Africa's role in the global green energy transition and its vast mineral wealth. Minister of Trade, Industry, and Competition, Parks Tau, spoke extensively about South Africa's economic reforms and the opportunities available for international investors. He reinforced these points in a media interview, stating that South Africa is focused on becoming a global investment destination.

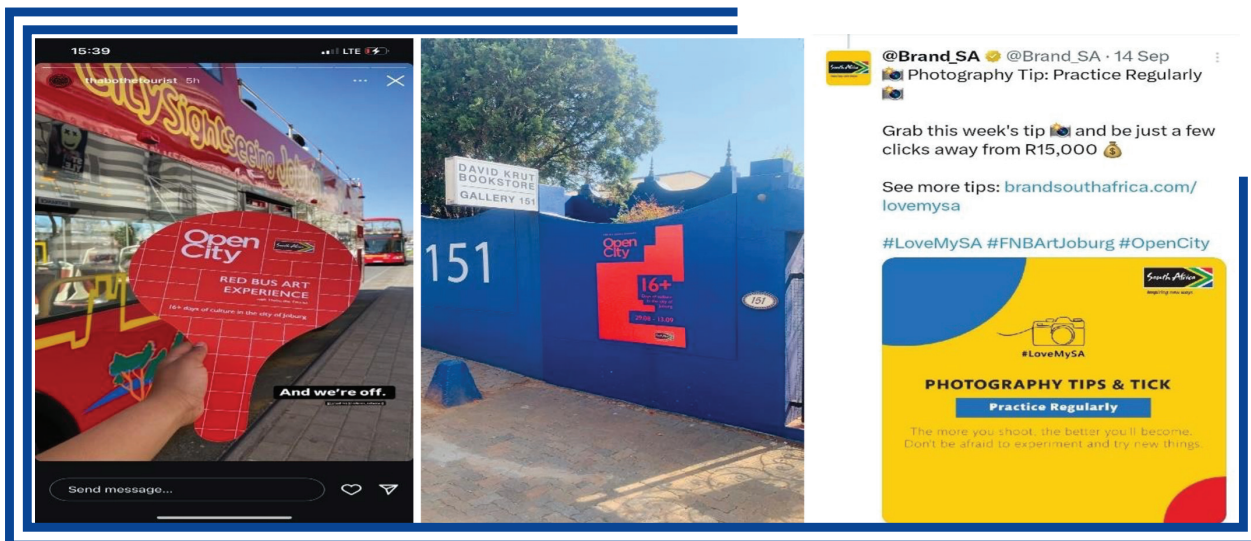
President Ramaphosa's visit to the New York Stock Exchange emphasised South Africa's position as a critical player in the global economic arena, particularly in sectors such as mining and renewable energy. He highlighted the country's Just Energy Transition plan and the significant investment potential in its critical minerals sector.

The CCA event further supported South Africa's outreach to potential investors, particularly focusing on infrastructure and trade opportunities between the U.S. and Africa.

Brand SA facilitated high-profile media interviews for key government figures, including Parks Tau, and Minister of Justice and Correctional Services, Ronald Lamola. During an interview, Minister Parks Tau discussed South Africa's growing appeal as a global investment destination. Additionally, Minister Tau's engagement with global investors at the Sasol Lake Charles facility showcased South Africa's commitment to developing its energy sector through strategic partnerships.

Through strategic branding, PR support, and the facilitation of media engagements, Brand SA effectively raised South Africa's profile during the UNGA sessions. The country's investment potential, economic reforms, and commitment to sustainable development were widely communicated, strengthening its position as a leading investment destination on the global stage.

Joburg Art Fair (Open City)



Brand South Africa's involvement in the Joburg Art Fair **Open City**, was a key initiative aimed at enhancing the Nation Brand's visibility, promoting social cohesion, and fostering cultural tourism in Johannesburg. As part of the broader **FNB Art Joburg** event, which is recognised as the continent's longest running art fair, the Open City project successfully integrated various artistic and cultural activities, showcasing South African talent and positioning Johannesburg as a premier cultural hub. Brand South Africa role in implementing an integrated stakeholder and communications programme during the event. This initiative was designed to:

- **Promote South Africa's Nation Brand** through arts and culture.
- **Position Johannesburg** as a cultural capital for creatives across the continent.
- **Support the development of the creative sector** by providing market access for young artists and fostering inclusivity.
- **Strengthen the Nation Brand's reputation** as a viable investment and tourism destination. launched, inviting participants to capture themes like infrastructure, culture, sports, and people. Six winners were awarded R15 000 each and received mentorship from professional photographers.

The Joburg Art Fair event attracted a diverse audience to key locations in Johannesburg, including Braamfontein, Soweto, Rosebank, Sandton, and Newtown. The estimated foot traffic across these venues during the 16+ days of activities was 10 000 attendees.

Rwanda @30 Leadership and Trade Mission

Brand South Africa collaborated with Cedarleb Africa on the Rwanda@30 Leadership and Trade Mission. The stakeholder engagement in Rwanda audiovisual presentation, which was also flighted, along with branding, to demonstrate alignment with the nation and foster relationships with various stakeholders, as well as identify business opportunities for a larger delegation scheduled to travel to Kigali for the next trade mission. Brand South Africa gained visibility and recognition through its brand presence at the trade mission. An audiovisual was flown, as well as branding provided, to demonstrate alignment with the nation's brand.

City Nation Place Conference

Brand South Africa participated in the City Nation Place Global conference in London, where leaders in Place and Nation branding shared case studies on their strategies for implementing various programs. City Nation Place expressed interest in benchmarking the Play Your Part Programme and the Nation Brand Toolkit during the event. A request was made for Brand South Africa, to provide insights into the origins, history, tools, and future plans of the Play Your Part programme. This initiative aims to encourage citizens to contribute to the enhancement of the country and its Nation Brand, utilising their resources. Brand South Africa further participated in a panel discussion anchored on *"building a consistent nation brand identity in the era of geopolitics"*. The City Nation Place Forum and Awards serve as a platform that recognises excellence in place branding and marketing across different cities and countries. The conference featured the Play Your Part strategy model as a benchmark case study and highlighted the Nation Brands toolkit.

Investing in African Mining Indaba

Brand South Africa participated in the 2025 Investing in African Mining Indaba (3–6 February, Cape Town) to strategically position the country as a leader in ethical, innovative, and investment-ready mining. Held under the theme *“Future-Proofing African Mining, today!”*, the event attracted over 10 500 delegates across the mining value chain. Brand South Africa, in partnership with the Department of Mineral Resources and Energy (DMRE) and the Department of Trade, Industry and Competition (the dtic), focused on strengthening stakeholder relations and promoting South Africa’s commitment to sustainable and responsible mining through targeted digital campaigns and high-level engagements. Highlights included the Diamond Show Launch, where Brand SA’s CEO addressed delegates alongside the DMRE Minister, spotlighting the country’s ethical diamond mining credentials.



Brand South Africa’s Participation at the 38th African Union Summit

Brand South Africa’s participation at the 38th African Union (AU) Summit, held from 15–16 February 2025 in Addis Ababa, focused on enhancing the Nation Brand’s visibility, supporting South Africa’s G20 Presidency, and reinforcing strategic continental partnerships. The summit, themed *“Educate an Africa fit for the 21st Century,”* addressed pressing issues such as education reform, peace and security, and economic integration. A major highlight was the celebration of Ms. Lerato Mataboge’s election as AU Commissioner for Infrastructure and Energy – a milestone Brand South Africa actively promoted through public endorsements and media engagement.

World Economic Forum (WEF) Davos 2025



Brand South Africa participated in the World Economic Forum Annual Meeting in Davos from 20–24 January 2025, executing a high-impact stakeholder and communications programme to position the Nation Brand and advance South Africa’s G20 agenda under the theme of fostering cooperation in a multipolar world. Through strategic collaboration with partners including Absa, Anglo American, DBSA, Exxaro, GGDA, Naspers, Old Mutual, and SAB, Brand South Africa secured over R11 million in contributions to support a powerful presence on the ground. Key branding initiatives included a prominent billboard at a strategic location where all the Heads of State were accommodated, and impactful branding for both the exterior and interior of the South Africa House – a vibrant, high-visibility hub located just 500 meters from the Congress Centre.

As per previous years, a closed Pre-Davos Business Breakfast led by the Minister of Finance, which provided Team South Africa. The session was concluded by a media briefing co-hosted by government and business leaders which outlined the country’s priorities and key messages.

Signature events hosted in Davos included South Africa Night on 21 January, attended by President Ramaphosa and potential investors and policymakers, as well as a South African Beer and Wine Tasting, which showcased local excellence to an international audience. A total of five panel discussions and fireside chats were hosted at the hub, with one hosted at the ice village; these were aligned to public and private sector messaging while reinforcing South Africa’s investment narrative. South Africa’s presence at the WEF Davos 2025 reinforced the country’s global leadership, highlighted its G20 presidency, and positioned it as a credible and forward-looking partner in investment, trade, and innovation.

An integrated communications, media, and digital campaign ensured robust visibility and share of voice for South Africa across international and domestic audiences. The campaign secured over 70 earned media placements across domestic, continental, and international platforms, reaching an estimated audience of 2.5 billion or more.

WEF Davos 2025 Media Over View

South Africa’s presence at the World Economic Forum Annual Meeting 2025 served as a platform to reinforce the country’s global leadership-especially with the assumed G-20 presidency. Intentional partnerships with South African corporates enabled Brand South Africa to access influential business voices that amplified Team SA’s message during WEF 2025. Media interviews were arranged for participating sponsors, strategic organisations, and government ministers, further reinforcing South Africa’s WEF participation and messaging.

Brand South Africa’s strategic partnerships with South African corporates enabled access to influential business voices that amplified Team SA’s message during WEF Davos.

70+	2.5B+	28
Media Coverage	Global Reach	Media Houses
Earned media pieces across TV, radio, print, and online	Audience reached through media coverage in 2025	Covering South Africa’s participation at WEF

Domestic
South Africa

Regional
DRC, Egypt,
Kenya, Ghana
Nigeria, Zimbabwe

Global
Europe, USA, Mongolia,
Arab countries among
others

2024 UN Climate Change Conference BAKU (AZERBAIJAN)- COP29

The United Nations Climate Change Conference (COP29) was held in Baku, Azerbaijan from the 11th - 24th of 2024 and it was an important platform for international collaboration on climate change. The conference focused on making finance available to developing countries for climate action and included key discussions on a global carbon market framework, to allow countries to trade emissions credits under the Paris Agreement.

For South Africa represented by Brand South Africa, BUSA, Infrastructure South Africa, NBI, DFFE, COP29 was a major opportunity to secure the financial resources necessary to implement its Just Transition and achieve net-zero targets. The conference allowed South Africa to advocate for enhanced climate financing, stronger adaptation strategies, and equitable technology transfer for developing nations. Looking at South Africa’s vulnerability to extreme weather events such as droughts and floods, our participation was essential in confronting the global climate crisis.

South Africa’s active participation enabled Brand South Africa to strategically contribute towards; Increasing the attractiveness and thereby competitiveness of the Nation Brand, in turn, contributing directly to achieving impact “A prosperous nation brand” and further highlighted the country’s dedication to climate resilience, showcased its ability to collaborate on global initiatives for sustainable development.



- The COP29 pavilion was used as an area for governments, businesses, civil society organisations, and other stakeholders to engage in dialogue. Brand South Africa, the National Business Initiative (NBI), the Department of Forestry, Fisheries and the Environment (DFFE) hosted a South African networking reception at the South African Pavilion on 18 November 2024. The reception was an opening ceremony for the Country Pavilion, Dr Dion George, the Minister of the Department of Forestry, Fisheries and the Environment provided a keynote address, whilst Mr Jimmy Ranamane, Brand South Africa's General Manager for Global Markets presented the country's investment profile and Ms Shameela Soobramoney provided closing remarks. In attendance were members of parliament from the South African government, executives from various international companies, senior government officials and international media entities including the SABC, CNN, eNCA.
- The Launch focused on highlighting South Africa's ongoing efforts toward its Just Transition—a national strategy aimed at shifting to a low-carbon economy while addressing social and economic inequalities. Given South Africa's role as a significant emitter due to its reliance on coal, the reception was an imperative opportunity to engage in discussions about the financial and technical resources required to meet the country's climate targets, especially regarding its nationally determined contributions (NDCs) under the Paris Agreement. The Launch event was broadcasted live on eNCA and SABC.
- Team South Africa participated in South Africa's G20 Presidency and the Road to COP30 event which was hosted by the South African Institute of International Affairs at the South Africa Pavilion at COP29: Pavilion C14 in the Blue Zone.

South Africa was strategically positioned as a leader in climate finance and renewable energy transition at COP29. The Brand South Africa - CNBC Africa multi-platform media campaign was well-coordinated, impactful, and had extensive reach. With high-profile "Focus On" interviews with prominent stakeholders such as Hywel George (Old Mutual), Shameela Soobramoney (NBI), and Rian Coetzee (IDC) and multiple broadcasts that showcased pivotal discussions at the South Africa Pavilion.

Africa Investment Conference (AFSIC), London 2024

Brand South Africa in collaboration with the South African High Commission in the United Kingdom, Business Unity South Africa (BUSAs), Infrastructure SA, and The Development Bank of Southern Africa (DBSA), hosted a South Africa Investment Summit on 9 October 2024 as part of the Invest in Africa Conference programme.

AFSIC – Investing in Africa is a leading Africa focused investment conference which is held annually in London and took place on the 7th – 9th October 2024 at Park Plaza Westminster. At the heart of AFSIC, is dialogue focusing on nurturing investment and collaboration across the investment value chain and driving sustainable growth in Africa.



The South Africa Investment Summit was targeted at prospective investors and fund managers with an interest in South Africa, and the above-mentioned stakeholders used the session which included a keynote address by Deputy Minister in the Presidency, Honourable Kenny Morolong and a facilitated panel discussion to positively position the country as a viable investment destination and a source of quality products.

Number of State of the Nation Brand insights developed and disseminated

In executing its mandate to monitor and enhance South Africa's Nation Brand reputation in collaboration with government, the business sector and civil society. Brand South Africa undertakes global research to assess the country's reputation and competitiveness in key strategic markets. A nation's reputation is fundamental to attracting investment, tourism and talent. Understanding South Africa's position relative to other countries is essential for identifying both areas of strength and areas for improvement.

2024/25 Global Reputation Study Key Highlights

The 2024/25 Global Reputation Study, which assessed South Africa's global reputation, indicated that five out of six key dimensions showed positive shifts in 2024. Exports, Investment, Tourism, Work, and Study all recorded growth, while only Prominence saw a slight decline.

Perception of South Africa as a place to visit, invest, work or study in and export from

Scale: 0- Extremely negative, 1- Negative 2- Moderately negative, 3- Moderately positive, 4- Positive, 5- Extremely positive

- Exports continue to lead, with a steady increase from 3.28 in 2022 to 3.38 in 2023 and further growth to 3.48 in 2024 (+2.96%), reinforcing South Africa’s strength as a global trade partner.
- Investment perception saw the most significant jump in 2023, rising from 3.02 to 3.28 (+8.61%), reflecting renewed confidence in South Africa’s economic landscape. However, growth slowed in 2024 to 3.31 (+0.91%), indicating a stabilisation phase.
- Prominence, representing South Africa’s overall reputation, improved in 2023 from 3.04 to 3.21 (+5.59%) but saw a slight decline in 2024 to 3.15 (-1.87%), suggesting the need for continued reputation-building efforts.
- Tourism experienced a setback in 2023, dropping from 3.21 to 3.16 (-1.56%), but recovered slightly in 2024 to 3.20 (+1.27%), signalling renewed global interest.
- Encouragingly, Work perception has steadily improved, rising from 2.83 in 2022 to 3.02 in 2023 (+6.71%) and further to 3.13 in 2024 (+3.64%), reflecting growing confidence in South Africa as a work and business destination. Study perception, which dropped from 3.03 in 2022 to 2.97 in 2023 (-1.98%), rebounded strongly to 3.12 in 2024 (+5.05%), indicating renewed trust in the country’s education system. Safety and Crime is the perception element with the lowest perception score:

Overall Improvement: Most perception elements saw gains in 2025, signalling a more substantial global reputation.

- Safety and Crime Still the Weakest: Slight increase (2.32 2.45) but remains the lowest-rated element.
- Governance & Policies Improved Slightly (2.80 2.85), but still below 3.0.
- Education & Society Perceptions Strengthened (Education: 3.00 3.16)
- Society & Values: 3.15 3.20

Best Performers:

Natural Assets (3.91), Culture and heritage (3.61), Sports (3.74), and Products and services (3.38) all improved.

The graph below presents South Africa’s prominence:

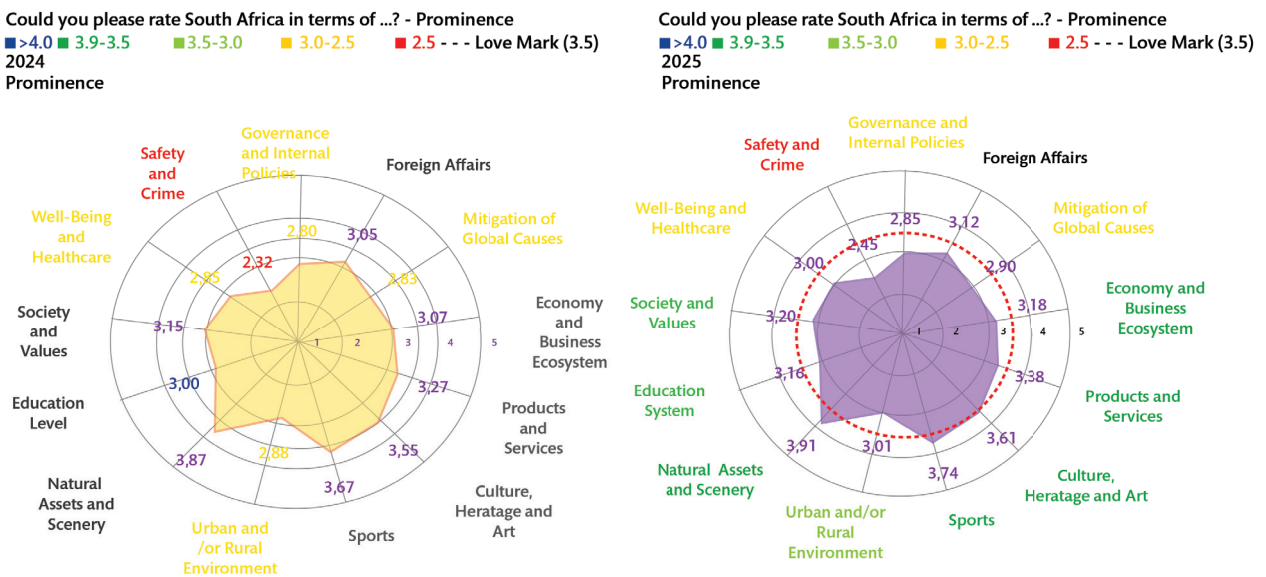


Figure 04.23: How do the following events/policies affect your willingness to [do business in/with/ trade or buy products from/visit/work in/study in] South Africa (now or in the future)?

Positive Not Affect Negative



Brand South Africa’s domestic perceptions research is designed to empower the organisation and relevant stakeholders with insights on, for example, the perceptions of the average South African about issues that on their daily lives

Domestic 2024/25 Domestic Perceptions Annual Review: State of the Nation Brand Report

Brand South Africa conducts the Domestic Perceptions Research Study to provide the organisation with a holistic overview of the shifts and changes among South Africans concerning their socio-political mindsets and their overall perceptions of the South African nation brand, including their respective values, beliefs and attitudes which tend to have a significant impact on the nation brand identity and reputation at large. At the core of this study are three indices: National Pride, Active Citizenship, and Social Cohesion, which unpack findings relating to social behaviours expressed by South African citizens and continuously serve as indicators of improvements and challenges in the South African context.

In the period under review, Brand South Africa went on field with the study’s commissioned service provider (Mark data) to collect data for the 2024/25 Omnibus Survey. The collective execution of the fieldwork highlighted the organisation’s strategic objectives of ensuring quality control measures to maintain the integrity, accuracy, and reliability of the research findings.

In each province, Brand South Africa and Mark Data visited four sites, accompanying interviewers employed by Mark data and their supervisors in the region.

For Brand South Africa, fieldwork is crucial for the organisation’s primary studies as it provides real-world experience and a more nuanced understanding of complex concepts in the South African and global environments.

The section below presents findings from the survey deployed in the fieldwork.





• 2024/25 Annual Review

As South Africa assumes the G20 Presidency under the theme “Solidarity, Equality, Sustainable Development,” the 2024/25 State of the Nation Brand Report offers a vital lens into the country’s evolving social, economic, and political landscape. Grounded in the Domestic Perceptions Study, this report is now in its eighth year and represents the third official edition of Brand South Africa’s flagship analytical publication.

The Domestic Perceptions Study is Brand South Africa’s longest-running barometer of national sentiment. It is an annual, population-representative survey that tracks how South Africans perceive themselves, their society, and the country’s direction. The State of the Nation Brand Report, first introduced in 2022, draws on this empirical foundation to offer an in-depth analysis of trends and insights that inform brand positioning, policy direction, and global engagement strategies.

In an era marked by contested narratives and external political rhetoric, this report affirms the right of South Africans to tell their own story. Grounded in data, it provides a credible, evidence-based counterpoint to misrepresentation and reinforces Brand South Africa’s mandate to uphold truth, authenticity, and national dignity on the global stage.

Since its inception, the Domestic Perceptions Study has consistently tracked three core indicators that define the emotional and social architecture of the Nation Brand: social cohesion, national pride, and active citizenship. These are not abstract ideals; they are measurable reflections of how people relate to one another, their country, and the broader democratic project. In the context of South Africa’s G20 leadership, they speak directly to the values of unity, dignity, and inclusive development that underpin our national identity.

Over the last eight years, the study has chronicled the country’s navigation through complex and defining moments: the exposure of state capture, the COVID-19 pandemic, social unrest, economic volatility, and most recently, the formation of the Government of National Unity (GNU). South Africa’s national sentiment has evolved through all this—from early democratic optimism to measured reflection, and now, to an emerging confidence in collective agency.

Crucially, the basis for national pride in 2024 is different from what it was in 2017. While both periods recorded high scores, the underlying drivers have shifted from symbolic optimism to a grounded belief in shared values, contribution, and possibility. South Africans are not merely hoping for progress—they are co-authoring it.

Below are the three social constructs measured in the study:

National Pride:

The National Pride construct score is an especially sensitive indicator of the nation’s emotional commitment to the country. The resurgence in national pride observed in the 2024/25 State of the Nation Brand Report also reflects renewed optimism under the Government of National Unity and a response to several defining national achievements. South Africa’s global stature has been reinforced through its leadership in multilateral institutions, including hosting the BRICS Summit and AGOA Forum in 2023 and assuming the

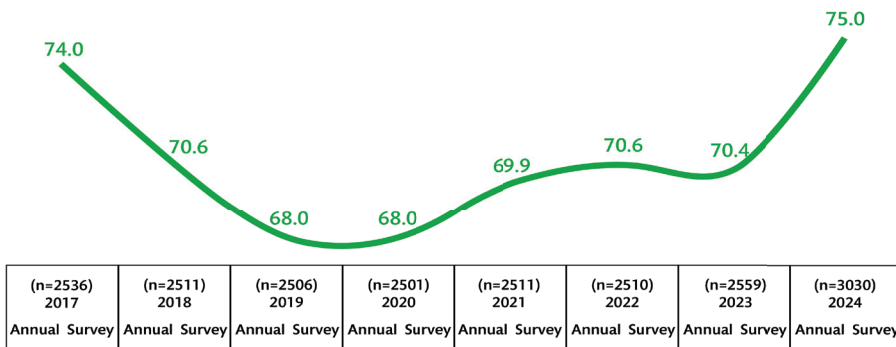
G20 Presidency in 2025. achievements. The Springboks' historic fourth Rugby World Cup win, Tyla's Grammy Award for Best African Music Performance, and Team South Africa's medal-winning performance at the Paris 2024 Olympics and Paralympics have reignited national pride. From cricket and football to swimming and athletics, these achievements affirm South Africa's standing as a resilient and high-performing nation, deepening collective belief in its potential and promise.

Table 1: Comparative National Pride construct scores



The comparative national pride scores (Table 4 above) from 2022 to 2024 present a compelling narrative of a nation reawakening to a renewed sense of possibility and shared identity. Although the score dipped slightly from 70.6 in 2022 to 70.4 in 2023, it remained at a relatively high level, reflecting the resilience of public sentiment and the enduring pride South Africans continue to feel, even in the face of ongoing national challenges. In 2024, the index surged to 75.0, its highest level in nearly a decade. This rise signals not only a rebound in confidence but also a deepened sense of collective purpose, fueled by the spirit of renewal ushered in by the GNU, South Africa's rising global stature, and a series of unifying cultural and sporting milestones.

Figure 1: Historic performance analysis of the National Pride construct



The graph above illustrates that between 2017 and 2024; the National Pride Index underwent a dynamic national journey shaped by shifting public sentiment and evolving socio-political context. After starting at 74.0 in 2017, the index declined steadily to 68.0 by 2019 and remained at this low in 2020, mirroring a period marked by uncertainty, institutional strain, and a deepening sense of disillusionment. However, from 2021 onward, a slow but steady upward trend began to emerge, rising to 69.9 in 2021, 70.6 in 2022, and holding at 70.4 in 2023. These incremental gains were given new momentum in 2024, when national pride surged to 75.0, the highest level in eight years. This significant leap signals not only a statistical rebound but a renewed sense of collective belief in South Africa's future. While the establishment of the Government of National Unity has been an important inflection point, the rebound reflects more than political hope alone. It is underpinned by South Africa's reassertion of its global presence from its G20 Presidency to historic sporting victories, cultural milestones, and growing multilateral influence.

Importantly, the trend line tells a story of soft power in motion: the ability of a country to inspire trust, foster unity, and project optimism, even amid complex challenges. That national pride peaked just months after the GNU was formed before many of its outcomes could take shape highlights also the symbolic weight of cooperation and the deep yearning for inclusive renewal. Importantly, the upward trend reflects not just symbolic milestones, but the emotional dividends of soft power that is the ability of a country to inspire, unify, and project credibility at home and abroad.

In this year's analysis, the number of national pride clusters remains at four, consistent with 2023 (see Table 5 below). The first two clusters emerge as strong drivers of pride: the first reflects a sense of identity tied to South Africa's global leadership and national role,

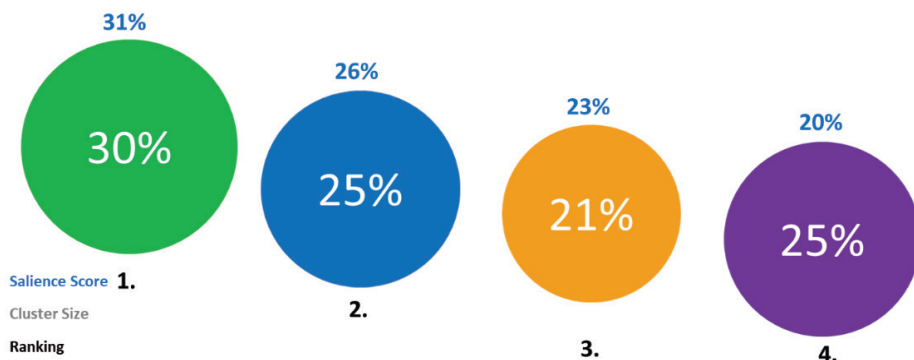
while the second captures pride as a shared way of life rooted in common values and everyday behaviours. The third cluster appears more fragmented, likely shaped by context-specific factors, while the fourth is vague and lacks a clear definition. Collectively, the first two clusters account for slightly more than half of the population, representing 55% of respondents.

Table 2: The National Pride clusters identified in 2024

#	National Pride Construct Clusters
1	South Africa’s achievements, socially, politically, and economically, both locally and internationally, as a diverse nation (30%)
2	Pride is a characteristic, motivated by a unique spirit of being South African: Ubuntu, diversity, innovation, and possibility that is unmatched (25%)
3	South Africa is a beautiful place with great sport, art, science, and other talents. There are concerns, but these are special moments (21%)
4	South Africa is recommended as a place to work, travel, study, and invest. Although less specific, it remains optimistic (25%)

The first cluster, South Africa’s achievements socially, politically, and economically, both locally and internationally, as a diverse nation, represents the most prominent and influential source of national pride, both in terms of cluster size (30%) and salience (31%). This is a deep and historically grounded expression of pride, reflecting also what it could become. It captures the nation’s potential across multiple domains and is one of the most precise articulations of soft power in the national psyche. Almost one in three South Africans identify with this view, anchoring their pride in the country’s capability and international standing.

Figure 2: National Pride cluster attributes depicting the size and importance of the clusters



The second cluster, pride as a characteristic, is motivated by a unique spirit of being South African: Ubuntu, diversity, innovation, and possibility. This reflects pride rooted in the country’s distinctive identity. This cluster (25% size, 26% salience) carries a confident, even bold tone that celebrates the emotional and cultural fabric of South Africa. It is a pride that grows progressively stronger with each layer from shared values like Ubuntu to ingenuity, diversity, and the promises the nation represents. Together with the first cluster, these two account for more than half (55%) of the population, underscoring their centrality in shaping the national mood.

The third cluster, pride in South Africa as a beautiful place with talent in sport, art, science, and innovation, accounts for a smaller segment (21%) with a slightly lower salience (23%). This cluster reflects episodic expressions of pride often triggered by individual or group achievements on the global stage. While powerful in moments of celebration, such as international sporting or artistic triumphs, this pride is typically event-driven and less persistent over time. Nevertheless, it remains an essential emotional lever, offering symbolic affirmation of national potential.

The fourth cluster, includes South Africa as a recommended destination for work, travel, study, and investment, comprises 25% of the population but has the lowest salience score (20%). This cluster is outward-looking, positioning the country as a destination of

choice. Although less emotionally charged, it represents a strategic expression of pride aligned with international engagement. It reinforces how global perceptions of South Africa as open and aspirational can shape internal confidence, even if the sentiment lacks the depth and immediacy of the other clusters.

These clusters offer a multidimensional view of how South Africans relate to their country. The first two embody deep-rooted beliefs and emotional conviction, while the third and fourth reflect pride shaped by moments and perceptions. This layered structure illustrates how different pathways to pride contribute to building a unified and resilient Nation Brand.

Active Citizenship

The Active Citizenship Index provides a sharp and revealing lens into how South Africans translate sentiment into action, not merely through rhetoric, but through purposeful civic engagement. It reflects how citizens feel empowered to shape their communities, influence systems, and participate in building a responsive and accountable society. In many respects, it is the most visible expression of national pride and social cohesion.

Active citizenship, however, is inherently more complex than national pride. It encompasses a broad spectrum of activities from voting in national and local elections to organising community initiatives, volunteering, or participating in civic forums. This breadth is what makes active citizenship such a dynamic and adaptive construct. A pivotal factor in shaping South Africa's active citizenship narrative has been the emergence of localised community structures, developed in response to gaps in municipal service delivery. These formations, many of which gained momentum following the 2021 riots and unrest, initially emerged as fragile interventions but have since evolved into more resilient systems of collective action and neighbourhood-based governance.

Against this evolving civic landscape, 2023 marked a notable departure from the overall downward trajectory observed across many indicators. While other constructs stagnated or declined, active citizenship recorded a significant upward shift between 2022 and 2023, a positive trend that continued into 2024. This rise coincides with the national elections, which rekindled civic dialogue and rejuvenated democratic participation. Interestingly, while official IEC figures noted a decrease in voter turnout, the Active Citizenship Index rose, suggesting that civic engagement may now extend beyond the ballot box to include a wider array of participatory behaviours.

Table 3: Comparative Active Citizenship construct scores



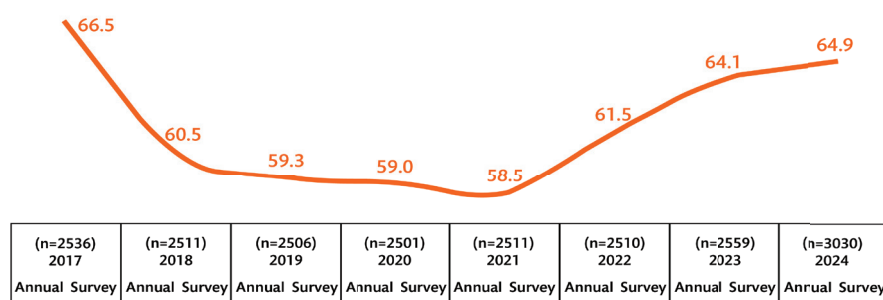
The annual benchmark scores for Active Citizenship between 2022 and 2024 illustrate a steady and encouraging upward trend. From 61.5 in 2022 to 64.1 in 2023, and to 64.9 in 2024, the data reflect a growing sense of civic agency among South Africans. While modest, these gains are significant in the post-pandemic context and suggest a maturing civic culture, where active citizenship is increasingly seen as a shared responsibility for national development.

The Active Citizenship Index offers a clear lens into how South Africans move from intention to action, not merely expressing belief in the country but actively participating in its renewal. Between 2017 and 2021, the Index declined from 66.8 to a low of 58.5, reflecting

a period marked by institutional strain and diminished public confidence. However, since 2022, the scores have shown a consistent and meaningful upward trajectory: 61.5 in 2022, 64.1 in 2023, and 64.9 in 2024. This trend signals a gradual but steady rebuilding of civic engagement. These gains underscore the resilience of communities and the growing momentum of grassroots efforts to fill service delivery gaps, especially in areas where municipal systems have been under pressure. Importantly, they also reflect the maturing of local initiatives that first emerged in response to social unrest and disruption.

While the Government of National Unity, since its establishment in 2024, continues to consolidate its role, the data indicate that many citizens are no longer waiting for formal structures to act; instead, they are embracing a spirit of shared responsibility and local agency. This evolving civic culture enhances South Africa’s nation’s brand by demonstrating that, despite complexity, the country’s people remain committed to building stronger, more inclusive communities. It is a narrative of practical hope grounded in action, driven by belief, and reflective of a democracy that continues to deepen through lived experience.

Figure 3: Historic performance analysis of the Active Citizenship construct



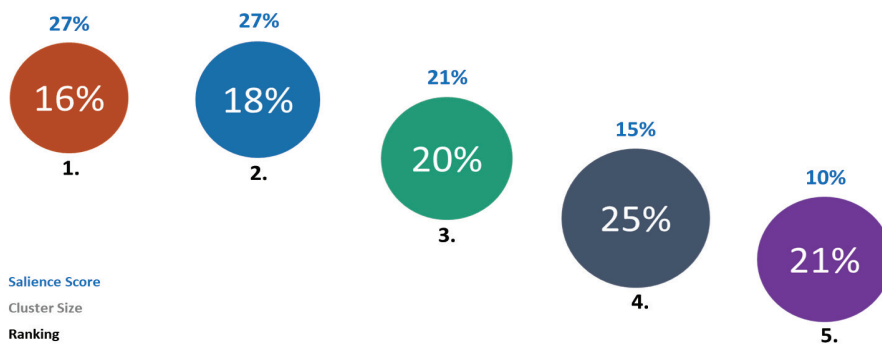
(n=2536) 2017	(n=2511) 2018	(n=2506) 2019	(n=2501) 2020	(n=2511) 2021	(n=2510) 2022	(n=2559) 2023	(n=3030) 2024
Annual Survey	Annual Survey	Annual Survey	Annual Survey	Annual Survey	Annual Survey	Annual Survey	Annual Survey

In 2024, five distinct clusters emerged (see table 7 below) within the Active Citizenship construct, reflecting the broad spectrum of civic engagement across the country. These clusters range from loosely formed initiatives to well-structured and resilient community systems. They follow a logical sequence regarding the intensity and maturity of participation. A notable distinction arises between Cluster 2 and Cluster 3. While both indicate active civic involvement, Cluster 3 represents what scenario planners often refer to as a “social enclave,” a protected and self-sustaining space where trust between citizens and the government is high, and civic interaction is seamless. Cluster 2, by contrast, is driven more by moral commitment and grassroots solidarity, often operating independently of formal systems.

Table 4: The Active Citizenship clusters identified in 2024

#	Active Citizenship Clusters
1	Community activities are starting but are still unorganised and unstructured. Reliance on government but holding accountable (16%)
2	A positive and strong commitment to help others. Standing firm on principles, and with limited government interaction (18%)
3	Well-functioning communities where interaction and mutual exchange between government and citizens are efficient (20%)
4	A personal network has been established and is active. The groups are a little isolated, but active nonetheless (25%)
5	Community life is hard. Social, criminal, political, and community fragmentation and degradation. (21%)

Figure 4: Active Citizenship cluster attributes depicting the size and importance of the clusters



- Cluster 1: Community activities are starting but remain unorganised and unstructured.** This cluster represents 16% of the population but holds a high salience of 27% and is ranked first due to the strength of its conviction despite its smaller size. This group recognises the emergence of community activities, although these remain largely unorganised and unstructured. There is a foundational reliance on government, but it is coupled with a clear expectation of accountability. Many of these actions are still in their early stages, often coordinated via informal platforms like WhatsApp groups. The significance of this cluster lies in its transformative potential—the recognition that change begins locally, even if incrementally.
- Cluster 2: A strong commitment to help others, grounded in principle and with limited government interaction:** This cluster, comprising 18% of the population and marked by a high salience of 27%, reflects a more advanced form of engagement. These citizens demonstrate a strong, principled commitment to helping others, often operating independently of government support. Their initiatives are typically self-organised and arise from a sense of collective duty. As the second smallest in size but tied in salience with Cluster 1, this cluster can be viewed as a mature progression of the first that reflects stabilised local leadership and the institutionalisation of civic responsibility.
- Cluster 3: Well-functioning communities with effective mutual exchange between the government and citizens, accounting** for 20% of the population with a slightly lower salience of 21%. It describes well-functioning communities where collaboration between government and citizens is efficient and mutually beneficial. These communities are characterised by strong ward councillor engagement, responsive political structures, and a willingness among residents to work constructively with formal systems. Often referred to in scenario planning as “social enclaves,” these areas tend to be more resourced, with higher infrastructure reliability and better service delivery. A notable concentration exists in the Western Cape, reflecting internal migration patterns and skewing towards predominantly white communities living in gated or security estates.
- Cluster 4: Isolated but active personal networks.** The largest cluster, at 25% of the population, but with a salience of only 15%, reflects fragmented civic engagement. These communities have formed smaller, often informal networks that operate isolated from broader community dynamics. Activities resemble stokvels or purpose-driven groups, typically built around existing relationships. While active, these groups face systemic constraints, including limited external buy-in and harsh socio-economic conditions that hinder growth. These small “islands of action” offer potential but remain vulnerable without broader community integration or formal support.
- Cluster 5: Community life is hard-marked by social, political, and structural fragmentation.** This cluster represents 21% of the population but ranks lowest in salience at just 10%. It captures communities where life is characterised by hardship and fragmentation. These are areas experiencing significant social and infrastructural breakdown marked by high unemployment, substance abuse, crime, and a general sense of stagnation. In these communities, the conditions for active citizenship are severely eroded, with few resources or platforms available to spark or sustain action. The emotional fatigue and material deprivation observed here underscore the urgent need for targeted, inclusive interventions to restore civic hope.

Given the ranked order of the clusters, it is helpful to understand the level of activism across the active citizenship clusters. Clusters one and two are the most active in demonstrations, petitions, boycotts, and strikes. Cluster one is a little younger or has been established more recently than cluster two. Cluster three, the social enclaves, is the least involved in protest actions. Cluster four partakes selectively based on the purpose and network reach of the cluster. It is interesting that intuitively one would have thought that cluster five would be the most significant percentages of boycotts, petitions, demonstrations, and strikes; however, that is not the case. It is as if the last cluster has given up, or there are so many things wrong that it does not matter what one raises a petition for.

Social Cohesion

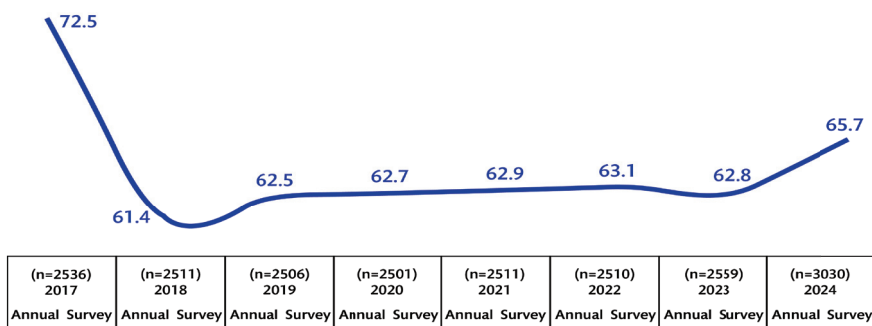
Social cohesion is a multidimensional construct that reflects the degree of connectedness, trust, and solidarity among individuals and between citizens and institutions. It underpins societal stability, inclusive development, and democratic resilience. The most complex construction takes a long time to change. Over the past three years, South Africa’s Social Cohesion Index scores have reflected both resilience and renewal in the national mood. In 2022, the score stood at 63.1, followed by a slight decline to 62.8 in 2023, a period marked by pre-election uncertainty and socio-economic pressures. However, in 2024 the score rose to 65.7, the highest in this three-year cycle.

Table 5: Comparative National Social Cohesion Index scores



A deeper analysis of the trajectory of South Africa’s Social Cohesion Index over the past seven years tells a compelling story of a nation redefining its identity through its challenges and capacity for renewal. In 2017, the index reflected strong public optimism, signalling high levels of national confidence and unity. However, the following years revealed critical institutional gaps and rising socio-economic pressures, leading to a marked decline in 2018. This period became a national inflexion point, highlighting the need to rebuild trust and recalibrate the social contract. From 2019 to 2022, cohesion began to stabilise, underpinned by the resilience of communities and a growing re-engagement with democratic values. Despite external shocks such as the COVID-19 pandemic, the nation’s social fabric held firm. A modest decline in 2023 pointed to pre-election uncertainty and lingering inequality, yet the underlying narrative remained clear: South Africans demonstrate a strong sense of shared identity and a desire to move forward together.

Figure 5: National Social Cohesion Index 2017 – 2024



In the 2024 review, five distinct social cohesion clusters were identified, each reflecting different yet logically grounded perspectives on how South Africans experience unity, fairness, and belonging within the current national context. These clusters illustrate the evolving nature of social cohesion in a country shaped by optimism and reform to deal with structural inequality, unemployment, and poverty. Clusters one and three represent the foundational elements of social cohesion, specifically vertical cohesion, which indicates trust in institutions, and horizontal social cohesion, which indicates solidarity among citizens. Cluster one is characterised by a broad and steady reliance on formal systems and processes, including government and other institutions, to maintain order and provide support. This group places confidence in structured mechanisms to enable societal functioning. In contrast, cluster three reflects a people-centred view of cohesion, with individuals drawing strength and connection primarily from fellow South Africans, placing little reliance on formal institutions. This group’s social cohesion is rooted in community networks and interpersonal trust.

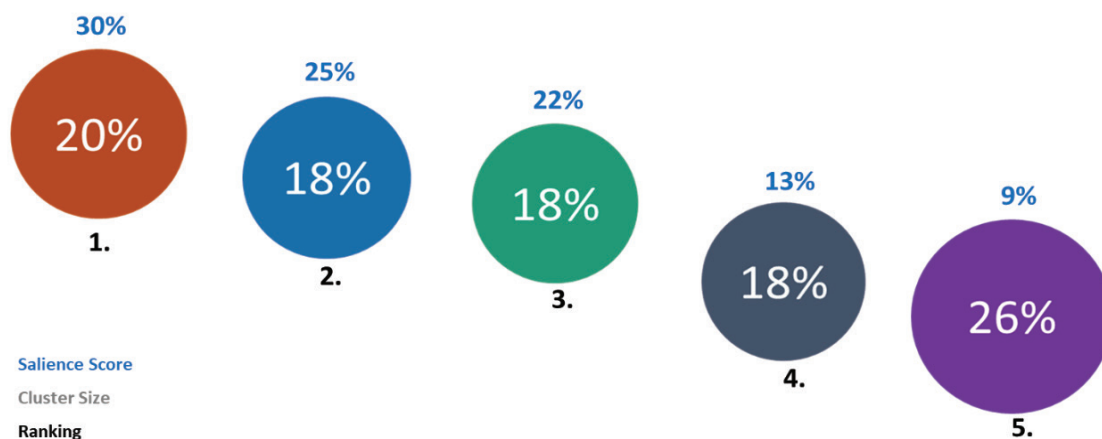
Table 6: The Social Cohesion clusters identified in 2024

#	Social Cohesion Clusters
1	A broad and strong reliance on systems and processes, both government and others, to maintain order and provide support. (20%)
2	Believes in equal access with mechanisms like workers' unions keeping things in check. Everyone has an equal opportunity. (18%)
3	Connecting with fellow South Africans (horizontal) with little or no reliance on government or other systems. It is about people. (18%)
4	Inequality, high unemployment, and homelessness are concerns. Things like minimum wage are essential measures. (18%)
5	This cluster feels overlooked and unfairly burdened (taxed) for having a job and living in areas where services are delivered. (26%)

Clusters two and four present more nuanced compositions. Cluster two is grounded in the belief in equal opportunity, supported by mechanisms such as worker unions to uphold accountability and fairness. It reflects a democratic outlook where systems are expected to function equitably, giving everyone a fair chance to thrive. Cluster four, meanwhile, is marked by heightened awareness of inequality, unemployment, and homelessness. Members of this cluster view protective measures, such as the minimum wage, as essential tools to safeguard social stability and promote inclusive growth.

The emergence of Cluster Five is exciting, as it represents a sentiment configuration not previously observed in this form. While this group feels they carry a disproportionate share of responsibility, especially regarding tax contribution and service delivery expectations, the sentiment is not disengaged. Rather, it reflects a perception of being overlooked or unfairly burdened, particularly among economically active residents in areas where services are effectively delivered. Their experience points to a growing civic expectation that visible contribution should be met with reciprocal recognition and fairness.

Figure 6: Social Cohesion cluster attributes depicting the size and importance of the clusters



Exploring each of the five clusters in more detail reveals that, while every cluster represents a unique perspective on social cohesion, they differ in terms of size and influence. Cluster size refers to the number of people who fall into each group, indicating the prevalence of a particular view or experience. Salience, however, speaks to the strength or intensity of that view and its potential to shape broader public sentiment, regardless of how many people hold it. Cluster 1, as mentioned above, is a vertical social cohesion construct that relies heavily on systems and processes, both governmental and non-governmental, to maintain order and provide support. In other words, this cluster depends on the government to make them feel safe and secure. They believe that it is predictable. Within the context of the GNU, it is logical that this cluster ranks first. It also highlights the dependency on government social support programmes, without which many would feel less safe. As the dominant anchor of social cohesion, this year, it is re-emphasised that, should anything destabilise the GNU, this sense of hope may be adversely affected.

The second cluster focuses on equality and equal access, which emphasises equal access through mechanisms such as workers' unions, ensuring accountability and checks. Everyone has an equal opportunity. The cluster is crucial as it considers equality for all, focusing on mutual protection, support, and access for everyone. This cluster underscores the significance of inclusive systems in fostering social cohesion, particularly in societies where access to opportunities remains uneven. Its relevance is especially pronounced in the South African context, where structural inequality continues to shape the lived experiences of many. As one of the most unequal societies globally, the pathway to deeper social cohesion depends on addressing these disparities in a sustainable and inclusive manner. At the same time, this cluster reflects a broader public understanding that social cohesion is closely tied to perceptions of safety, stability, and certainty. Efforts to promote equity must therefore consider the structural economic challenges communities face, ensuring that interventions enable rather than limit economic participation. Social cohesion is more likely to thrive when fairness is pursued alongside policies that expand opportunity and reinforce individual and collective agency.

The third cluster represents what may be considered the essence of social cohesion or the foundation of social capital. It is characterised by strong interpersonal connections among South Africans, grounded in horizontal relationships with minimal or no reliance on formal systems or government structures. At its core, this cluster reflects a people-centred form of cohesion, built on mutual understanding, empathy, and a shared sense of belonging. Unlike other clusters, this group's independence from institutional support is not a sign of disengagement, but rather an expression of self-reliance and interpersonal trust. It represents the most advanced form of social cohesion precisely because it is the most difficult to cultivate, as it demands authentic human connection, emotional intelligence, and sensitivity to the thoughts and feelings of others. By contrast, cluster one, which centres on reliance on structured systems, may be seen as a simpler, more straightforward expression of cohesion, as it does not require direct personal engagement. Cluster Three, however, relies on the strength of social relationships and community bonds to hold people together. For this form of cohesion to deepen and endure, certain preconditions, namely, a sense of physical safety, emotional security, and stable social conditions, must be present. These elements create an environment in which trust can flourish, and cohesion can move from system-led to people-led.

The fourth cluster shares a similar undertone with Cluster Two, but it emerges from a distinctly different orientation. Whereas Cluster Two is rooted in principles of equality and access, Cluster Four is driven by empathy and concern, recognising the hardships many South Africans continue to face. It reflects a heightened awareness of structural challenges such as inequality, high unemployment, and homelessness, and places value on measures like the minimum wage and social support mechanisms. The individuals within this group demonstrate an altruistic disposition, characterised by attentiveness to the needs of others and sensitivity to the ongoing economic pressures affecting vulnerable communities. There is an evident appreciation for state interventions aimed at alleviating poverty and hardship. The cluster's outlook suggests a call for deeper, more systemic change to address the root causes of inequality and to foster a more inclusive and stable society.

The final cluster represents a new development in the evolving narrative of social cohesion. While recognising the structural inequality that persists in society, this group perceives itself as disproportionately burdened by the systems designed to address these challenges. Comprised mainly of economically active individuals residing in areas where services are delivered, members of this group express a sense of imbalance in which their formal employment and tax contributions are met with limited reciprocal benefits. Their concern is not with taxation per se, but with the perception that they bear a dual burden, contributing to public services while increasingly relying on private alternatives for essentials such as security, education, healthcare, electricity, and transportation. The need to fill these gaps through personal expenses, often exacerbated by higher insurance and infrastructure costs, reinforces their view that they are subsidising both the state and themselves. Yet, this group continues to participate, contribute, comply, and remain engaged. Their outlook reflects a desire for fairness and recognition rather than withdrawal. In this way, the cluster plays a meaningful role in social cohesion as it signals that those contributing materially to the system still seek inclusion in a more equitable and responsive social contract. If constructively acknowledged, their expectations represent an opportunity to reinforce cohesion through renewed trust, shared responsibility, and balanced delivery.

From a Nation Brand perspective, the emerging insights across the social cohesion clusters underscore the growing salience of economic inequality as a key fault line in shaping national unity. Social cohesion cannot be meaningful without inclusive economic growth, broad-based job creation, and greater equity in opportunities and access. If these structural challenges remain unaddressed, cohesion risks becoming fragmented along lines of material need and exclusion.

2024/25 State of the Nation Brand Report

The 2024/25 Domestic Perceptions Annual Review findings, presented in the section above, were released to the public in the form of a launch on 25 March 2025 in Johannesburg, at Constitutional Hill. In the 2022/23 fiscal year, Brand South Africa, through its Research Unit, introduced the first State of the Nation Brand Report, followed by the second edition in 2023/24. The launch of the reports provides Brand South with an opportunity to objectively disseminate its research findings to stakeholders in government, business, and civil society. Similarly, Brand South Africa utilises these platforms to provide the country with a comprehensive analysis of the key indicators examined in the study: Active Citizenship, Social Cohesion, and National Pride.

Released amid growing scepticism about the government's performance, the 2024/25 launch aimed to provide an accurate reflection of South Africa, and the nation's progress in building social cohesion, national pride, and active citizenship.



Panel Discussion Outcomes:

The panel discussion comprehensively explored the pressing challenges facing South Africa, including crime, poverty, and environmental degradation. Despite these ongoing issues, panellists emphasised the potential for transformative change, with a strong focus on the evolving national mindset and opportunities for deeper societal engagement.

- **Authentic Insight into South African Voices:** The panellists unanimously agreed that the report encapsulates the genuine experiences of South Africans. Through the lens of lived experiences, the report offers valuable insights into communities, which are often overlooked in mainstream discourse.
- **Credibility of Research Methodology:** Sanusha Naidu (Institute for Global Dialogue) and Sechaba Motsieloa (Empoworx) both highlighted the consistency and rigor of the research methodology used over the years. This continuity provides a solid foundation for the credibility of the data, making it a valuable resource for long-term planning and effective policy implementation.
- **Ethical, Visionary, and Community-Centered Leadership:** Dr. Murendeni Liphadzi (University of Johannesburg) emphasised the importance of investing in leadership that is ethical, visionary, and deeply rooted in community values. This type of leadership is crucial for building trust and driving sustainable progress. Panellists agreed that leadership must be aligned with the developmental aspirations of the people to create meaningful change.

- **Opportunities for Deeper National Engagement:** The discussion also highlighted the potential for broader national engagement based on the report's insights. Panellists emphasised that fostering deeper connections between policymakers, community leaders, and citizens will be vital for addressing the structural issues at the heart of South Africa's challenges.
- **Focus Groups – 30 Years of Democracy**
Government's performance and achievements over the last 30 years were divided into two timeframes by participants. Firstly, the participants viewed the period between 1994 and 2009 as a time when the lives and livelihoods of ordinary South Africans were transformed and improved. Secondly, the period between 2009 and 2023 is viewed as a time of minimal or stagnant economic growth, accompanied by high unemployment, corruption, deteriorating infrastructure, persistent rolling blackouts, and poor service delivery. It is important to note that the latter period is the top-of-mind association with the government's performance and achievements.

The positive and negative sentiments expressed are multifaceted, anchored in the diversity, resilience, strong character of the nation and a democracy where citizens can express their views, practise their beliefs and enjoy freedom of association. Despite the negative sentiments expressed by the participants, there is still a strong sense of pride about being South African, with fellow citizens willing to help one another and many coming together to offer support or celebrate achievements together. The findings further indicate that people are motivated to keep going and aim for change.

Research Reference Groups:

- **Global Reputation Study Launch – Johannesburg Stock Exchange**

The initial launch was scheduled for 28 March 2024. However, the venue unavailability meant that this had to be postponed. Furthermore, 28 March was the Thursday prior to the Easter long weekend in South Africa, causing concern about possible attendance numbers. The event was thus rescheduled to 26 April, at the JSE offices in Sandown. The launch event sought to gather 120 individuals from government, business, and civil society to unpack these results and their implications for the country's future trajectory. It tackled issues, including those around economic strength, tourism appeal, governance, and safety, conceptualising ways to leverage brand enablers and tackle disablers. It assessed the gap between perception and reality, seeking ways to ensure that these converge.

Further, following the results launch at the 26 April event, a moderated discussion panel themed, "Towards the next 30 Years of Democracy: Harnessing South Africa's Global Reputation in a Changing Geopolitical Landscape" was held. The panel discussion delved into how South Africa could navigate the evolving geopolitical and geo-economic landscape and effectively leverage its global reputation by addressing key nation brand disablers. It encompassed aspects relating to how South Africa should adapt to emerging power dynamics, the promotion of stability and cooperation, the enhancement of economic diplomacy, the leveraging of cultural diplomacy and soft power, South Africa's leadership in global governance, and how South Africa should build strategic partnerships. Attention was given to discussing the country's recent structural reforms, which are integral to positioning South Africa as an attractive investment destination.

Output: Communications

Interventions

Brand South Africa is dedicated to enhancing the nation's visibility through its Reputation Management Strategy, which focuses on promoting a positive and competitive image of the country locally and internationally. The organisation prioritised crafting targeted communication initiatives that addressed critical national issues, while showcasing positive developments identified through continuous environmental monitoring. These efforts involved disseminating curated content across multiple platforms and leveraging strategic media partnerships to amplify the country's messaging and narrative.

Issues responded to:

- A narrative, received massive coverage, with media speculation claiming that the international oil company Shell is exiting the South African market after operating in the country for over 120 years. Media speculation claimed that Shell was leaving due to environmental challenges in South Africa, thereby giving the impression that South Africa is not the best place for investment.
- The organisation responded through a counter-narrative of positive investment stories, to emphasise the counter-narrative of positive investment stories and to emphasise that South Africa remains an investment destination due to the continued investments of new and existing investors in the country. The article titled 'Why investors see opportunities in the South African

market' focused on the country's increase, progress, and growth of foreign investment. It cited PwC's recent economic outlook report, which showed that the country had attracted nearly 100 billion Rand in foreign direct investment in 2023, indicating a moderately optimistic view of South Africa's business environment. This was published on IOL News (Independent Online), South Africa's leading platform for news, current affairs, and content, reaching millions of readers.

- A narrative on the departure or return of South Africans from working and living abroad received some coverage, mainly claiming that some were leaving due to crime and loadshedding. The organisation responded with a counter-narrative in the form of an article titled 'From brain drain to brain gain' – which focused on detailed accounts and testimonials of individuals who had taken the leap, why they chose to leave and why many are now returning. The story was published on Business Tech, South Africa's and most prominent news website, with a monthly readership of over six million.
- In memory of a great South African business giant, Brand South Africa responded to the passing of Dr Samuel Mokgethi Motsuenyane. He brought the development and progress of Black businesses, empowering many businesspeople as he continued to work long past his retirement age. The message of condolences was published in African Business magazine and Brand South Africa's social media pages.
- Brand South Africa actively responded to issues, including condolence messages for prominent figures such as Play Your Part Ambassador, Connie Chiume; praise poet, Dr. Bishop Jessica Mbangeni, and former Finance Minister, Pravin Gordhan.
- The organisation also tackled concerns related to South Africa's democracy, particularly in light of its recent elections. Notable content included a thought leadership piece titled, "How South Africa can go from middle-income country to a high-income country in a generation." This article was featured on international platforms like Atlantico.fr, which has over 1.8 million monthly visitors, and The Bridge Tank, a think tank focused on emerging economies.
- Additionally, Brand SA published a widely distributed article titled "Celebrate Democracies Even Though They Are Messy," which compared global democratic systems and highlighted the integrity of South Africa's electoral process and its democratic maturity over 30 years.
- Brand South Africa also published nine positive content pieces across a variety of sectors, aiming to showcase South Africa's strengths and achievements:
 - Investment in the Automotive Industry: An article focused on Toyota South Africa's R1.175 billion joint venture, illustrating the continued growth of the country's automotive sector and solidifying its position as the top investment destination for multinational companies in Africa.
 - Momentum gsport Awards: Coverage of the awards celebrated the achievements of women in sports, particularly Kgothatso Montjane, who was named Para Sports Star of the Year, further promoting South Africa's progress in gender equality within the sports sector.
 - Visa Regulations: Brand SA highlighted the new visa concessions implemented by the Government of National Unity, emphasising the administration's efforts to streamline visa processes and enhance South Africa's attractiveness for investment, tourism, and job creation.
 - Social Cohesion and Arts: Articles focused on Brand SA's initiatives, such as the partnership with YouRSA to promote South African arts and culture globally, and its collaboration with the National Council of Persons with Disabilities through Casual Day to raise awareness on disability issues.
 - Through its media relations, Brand South Africa also proactively shared positive stories. The organisation developed investment banners to promote key achievements, including Pretoria-based engineers developing a unique nuclear reactor and South Africa's inclusion in CEO World Magazine's Top 10 World's Best Countries to visit in your lifetime.

POSITIVE COMMUNICATION PIECES:**Highlights included:****Amazon's launch in SA reinforces the country's position as an investor-friendly destination.**

In highlighting the positive narrative of South Africa remaining the preferred investment destination, the organisation developed an article about the launch of Amazon.co.za in South Africa. The piece emphasised that Amazon's presence in South Africa is a competitive and attractive market for investors worldwide, proving that the country remains a competitive and attractive market for investors globally. The article was published on Engineering News, South Africa's premier source of weekly real-economy news, with a total readership of 122 692 per week.

Stellantis assembly-plant site being readied for construction

The organisation reinforced an announcement that the Coega Development Corporation (CDC) was starting to prepare for the R3 billion investment site at the Coega Special Economic Zone of a new Stellantis vehicle-assembly plant in the Eastern Cape. The article was also published on Engineering News.

Township economy's growth presents opportunities for investors near and far

In response to the ongoing narrative about the country's current unemployment issues, which affect the African majority population on the periphery of economic activities, Brand South Africa responded with a counter-narrative on how the township economy emerges as a way to drive the country's economic growth. It highlighted opportunities available for domestic and continental investors, consequently reducing unemployment.

The article further showcased the significant South African townships that can be catalysts to establish sustainable neighbourhoods due to their upgraded housing, transportation, roads, and sanitation infrastructure. It also spoke to the endless opportunities presented by the African Continental Free Trade Area Agreement (AfCFTA) for continental investors. The article was published in African Business magazine, with over 2.6 million readers across its portfolio in more than 100 countries.

The home of the VW Polo

In highlighting the positive investment narrative of South Africa, the organisation published an article about Volkswagen (VW) choosing South Africa to become the sole manufacturer of the VW Polo worldwide at the Kariega plant outside Gqeberha (formerly Port Elizabeth). Volkswagen is one of the largest and longest-standing investors in South Africa, and a major contributor to the country's foreign direct investment. The leading German manufacturer announced South Africa as an exclusive Volkswagen Polo manufacturer in the world, indicating their continued investment in the country. The article was published on Engineering News, South Africa's premier source of weekly real economy news, with a total readership of 122 692 per week.

Brand South African responded to the passing of Judge Willem Heath, Dr Tito Mboweni, and Membathisi Mdladlana by posting banners with condolence messages on its social media platform X (formerly Twitter).

Informal Trade Dynamics

In response to the issue that has been plaguing numerous South African townships, Brand South Africa published an article titled "The Evolution of Spaza Shops" that focused on how the township economy had evolved over the years through the close relationship of trust between business owners and the community, which had since been impacted and tarnished by the ongoing food poisoning incidents. The article highlighted efforts by the government to address this issue through proper management and registration of spaza shops, as well as municipal regulations and health and safety regulations, as potential solutions. The Evolution of the Spaza Shop was the third most visited page, with 8 818 organic views.

Brand South Africa also developed and distributed positive messaging that ensured achievements by South Africans, domestically and internationally are celebrated.

THESE INCLUDED THE FOLLOWING:**Celebratory Wins****Education**

- Young South African Scientists winning special awards at Eskom Expo International Science Fair.
- Two South African schools are making the best private schools in the world list.
- South Africa's top school principal awarded for contribution to the education system.
- Encourage matric learners to commence exams.
- South African universities are ranked among the top global institutions with employable graduates.
- Steve Biko Academic receives the World Stroke Organisation Angels Diamond Award.

Sports, Arts & Culture

- South African stars, Tyla, Candice Swanepoel and Bahati Prinsloo's performance at the 2024 Victoria's Secret Fashion show in New York.
- Gautrain wins the "Most Innovative Knowledge Enterprise" award.
- The representation of South Africa at the prestigious World Blind Wine Tasting Championship 2024 in Margaux, France. SA was ranked 26th out of 39 nations.
- South African restaurants dominating the Dubai Glitz World Culinary Awards.
 - Cape Town was named "Africa's best culinary city destination for the 2nd time.
 - La Colombe Group's EPICE crowned the best restaurant in Africa.
 - Luke Dale-Roberts' acclaimed restaurant, The Salon, awarded Africa's best new restaurant.
 - Cape Town named the World's Best food City for 2024
- Proteas Women at the T20 World Cup
- Springbok's Pieter-Steph du Toit was named World Rugby Player of the Year
- Joburg retains reputation as the biggest man-made forest in the world
- The SA lighthouse is viewed as a historic beacon of safety and a symbol of strength, celebrating its 70th anniversary.

Investment Promotion

- South Africa's paper giant, Sappi, had more than doubled its fourth-quarter dividend following a standout financial performance.
- The Steve Biko Academic Hospital has made a significant investment in healthcare with the acquisition of advanced medical equipment worth over R26 million, aimed at enhancing patient care and operational efficiency.
- South Africa's ranking improved from 65 in 2022 to 40 in 2024, out of 193 countries in the UN e-Gov Development Index.

Articles Produced for the Fiscal:

An article titled “Proudly South African Wines Internationally Acclaimed” highlights the international success and economic impact of South African wines, consistently receiving global recognition for their quality and taste.

- The article further emphasised the wine industry’s contribution to the economy. It employed over 270 000 people across the farming, packaging, retail, and tourism sectors and contributed R9.3 billion to the economy in 2022—exceeding pre-pandemic levels.
- It showcased how the wine sector plays a key role in national economic growth and regional development, with around R31 billion of its GDP impact benefiting the Western Cape.
- The article published on the Brand South Africa website received 222 views to date from the day of publication on 8 October 2024.

An article titled ‘South Africa’s dynamic designs and exquisite patterns dominate at the London and New York Fashion Weeks’ Collections’ was published on the Brand South Africa website. It highlights the success of South African fashion designer, Gert Johan Coetzee, whose vibrant collection impressed audiences at London Fashion Week by blending traditional South African elements with modern design.

- Brand South Africa, mandated to promote the nation’s culture and heritage, supported him as part of its efforts to enhance its global reputation.
- The article also noted that South African designers made history at the 2024 New York Fashion Week, with five local creatives showcasing their work.
- Furthermore, the article expanded on Brand South Africa’s collaboration with the YouRSA initiative, which aimed to strengthen cultural diplomacy between South Africa and the USA, offering young talent a platform to express themselves.
- These international showcases highlighted the country’s rich heritage and expanded global networks, positioning South Africa as a source of unique talent.
- The article received 285 views from the day of publication on 7 October 2024.

Tourism and Economic Development

Brand South Africa developed an article titled ‘SAA’s Flight Expansion Reinforcing the African Economic Scene’ that emphasised the country’s strengthened tourism and cultural exchange through the additional new flights to Lubumbashi in the Democratic Republic of Congo and flights to Mauritius, Perth, Harare, Lusaka, Lagos, Accra, and Gqeberha which further support foreign investment, cross-border business, and cultural exchange, while opening the pathway for skilled professionals and investors to engage with South Africa and surrounding economies.

SAA’s flight expansion further reinforced the country’s positioning as an opening for tourism, trade, and investment within Africa. Further, it strengthened South Africa’s image as an accessible and economically central destination.

The website published an article titled “Progressive Visa Reforms to Boost Tourism,” which focused on the ongoing positive reforms of South Africa’s visa regulations and their anticipated visible benefits.

This included the development of temporary concessions for specific visa and waiver applications for students, skilled workers, and tourists; the Remote Work Visitor Visa; and the new Points-Based System for Work Visas. This marks a significant shift in the nation’s work permit regulations aimed at attracting more professionals and increasing tourism numbers in the country.

- The website published an article titled “FAW Trucks South Africa to Upgrade Coega Truck Plant with R200m Investment,” detailing FAW Trucks South Africa’s R200 million investments in the Coega Development Corporation, which are contributing positively to the Eastern Cape province’s automotive sector growth.

Arts & Film

The website published an article titled “Sharing an Authentically South African Story with the World at the 2025 Oscars.” This was in response to a critically acclaimed, locally produced film, *Old Righteous Blues*, which was selected to represent South Africa in the highly competitive 97th Academy Awards’ Best International Feature Film category, taking place on March 3, 2025, in Hollywood.

- This is critical acclaim for the positive reception of authentic South African stories and recognition of local talent by the international community. The movie won 11 awards at the Silwerskermfees, Romford Film Festival 2024, and Panther City Film Festival.

Exports

The article “*South African Wines Flying High at Shanghai Trade Fair 2024*” was published on the website. This was concerning Standard Bank seizing an opportunity to showcase South African wines at ProWine Shanghai 2024. ProWine is a leading trade fair for wine and spirits in mainland China. Over the past decade, it has served as an important trade platform for wine and spirits, delivering exceptional experiences for visitors and exhibitors which has subsequently contributed to the sustained growth and prosperity of the global wine and spirits industry.

Through the Standard Bank Chenin Blanc Top 10 Challenge, local producers of this grape variety had an opportunity to bring some of the best wines South Africa has to offer to the Chinese market and the greater international market.

The initiative also had a “*Play Your Part*” element, contributing to domestic social development. Standard Bank ensured that communities involved in wine production were empowered. The winners each took home a cash prize of R25 000 from Standard Bank, with the condition that they use the prize to “*pay it back*” to communities involved in their wine production. The bank has donated over R2.6m to community projects, from education and youth development to housing and health.

Governance

An article titled ‘**South Africa’s improved border management initiatives bear fruit**’ was published on the website to showcase the efforts towards secure and efficient border management and positively influencing perceptions about the country regionally and globally. South African Border Management Authority (BMA) has intensified efforts to secure the country’s borders during the festive season, a period of high travel and increased risk of illegal activity. Deploying 69 additional personnel, drones, and advanced surveillance technology, the BMA aims to manage increased traveller volumes and combat border crimes, focusing on key points like OR Tambo Airport and Beitbridge. These measures have yielded significant results, including stopping 410,000 illegal border crossings and recovering 312 high-value stolen vehicles.

Science and Innovation

The collaboration between South Africa and The National Aeronautics and Space Administration (NASA) to host and deploy a US space antenna in the Karro. The antenna will be installed at the \$178m deep space complex where the SA National Space Agency (Sansa) is preparing a site, coded MTJ, on a farm outside Matjiesfontein in the Western Cape. The collaboration further enhances South Africa’s dominance in Science and Innovation.

Coverage for Brand South Africa Partnerships

Brand South Africa partnered with the Earthshot Prize and National Geographic Society to host a Slingshot Challenge Workshop, empowering 100 students as future conservation changemakers in an effort to demonstrate South Africa’s environmental leadership and foster innovation. An article titled ‘**The Earthshot prize enriches African Soil**’ was published on the website about South Africa being a preferred destination for investors, tourists, and students, which hosted Earthshot Week from November 4–8, 2024, showcasing its commitment to sustainability and climate action. The Earthshot Prize, founded by Prince William, celebrated innovative environmental solutions. Winners improved 4.4 million lives and prevented over 420 000 tons of carbon emissions.

An article which showcased South Africa’s commitment to addressing social issue while fostering progressive and inclusive community building titled ‘**Brand South Africa partners with Big Brother’s Hug Foundation against GBV**’ was published on the website, about South Africa’s 16 Days of Activism Against Gender-Based Violence (GBV), observed annually from November 25 to December 10, raised awareness and drove action to end violence against women and girls.

This year's theme, "30 Years of Advancing Collective Action to End Violence Against Women and Children," addressed GBV's root causes, promoted gender equity, positive masculinity, and economic opportunities for women and children. Brand South Africa partnered with the Big Brothers Hug Foundation, founded by Play Your Part Ambassador Tshepiso James Kwakwa, to support the Cultural Fusion Madibeng Arts Connections campaign, featuring events, workshops, and sports activities tackling men's mental health, women's abuse, and human trafficking.

Stakeholders such as A21, NUMSA, and Halaletsang Women Empowerment emphasised community engagement and education to inspire collective solutions.

SA Breweries hosting- State of the Beer Economy

South African Breweries hosted its annual State of the Beer Economy, with Brand South Africa joining the engagement at the Research and Development Facility in Caledon, Western Cape.

The event showcased SAB's significant contribution to the agricultural economy by strengthening the supply chain and investing in South Africa's future through agricultural impact. This was supported through content development posted on social media.

International Investment

A high-level delegation from Atlanta, Georgia, led by Mayor Andre Dickens, visited Pretoria, Johannesburg, and Cape Town as part of the Atlanta Phambili initiative investment opportunities between South Africa and the United States. An article titled '**US Ambassador and Consul-General praise South Africa's can-do attitude**' was published on the website detailing the visit, which also underscored cultural and historical ties, with discussions on shared values like Ubuntu and economic collaboration. Initiatives such as Fame Week Africa's 2025 focus on Atlanta to strengthen these subnational partnerships.

INTERNATIONAL MEDIA PARTNERSHIPS

BBC

Brand South Africa partnered with BBC to launch the WEF Davos 2025 campaign, scheduled for January 2025. The partnership aimed to amplify South Africa's presence at WEF Davos by showcasing its strengths in priority sectors, such as Agri-Tech, Mining, and Financial Services. These sectors are aligned with the central WEF Davos. Through the partnership, South Africa's participation and the G20 presidency will gain broader international visibility through collaboration with the BBC's comprehensive coverage before, during, and after the event.

Brand South Africa's audiovisual content was strategically placed around flagship daily programmes, including Business Today and Talking Business, airing across all seven global feeds (during daytime and early peak high-impact slots).

The BBC is the most trusted international news brand in the world, its dedication to accuracy, impartiality and transparency sets the standard for the industry. They bring the same values to their reporting on the WEF Annual Meeting at Davos in January, which is why they can attract a massive audience of C-Suites and policymakers, who trust them to deliver the essential news and analysis relevant to their industries. BBC's audience is influential, engaged, and fully aligned with the themes of WEF, with 85% actively influencing others' business behaviours and decision-making.

Davos offers a prime opportunity to elevate South Africa's influence on the global stage, reaching the world's most influential audiences. The campaign will be flighted to seven regions: Africa, Europe, Asia Pacific, Middle East, Latin America, South Asia, and North America. With placements across BBC's Business and Innovation sections, as well as flagship programmes Business Today and Talking Business, this carefully crafted, cross-platform media campaign will reach influential business audiences at their highest level of engagement.

Brand South Africa will showcase its strengths in priority sectors, which could include Agri-Tech, Mining, and Financial Services. These sectors will be aligned with the central themes of Davos by aligning with the BBC's broader coverage pre, during, and after the event.

CNBC Africa

Brand South Africa partnered with CNBC Africa for the January 2025 WEF Davos campaign to contribute to the broader conversation at WEF Davos and engage with an exclusive network of C-suite professionals across the African continent. The campaign provided real-time updates, expert analysis, and engaging narratives that highlighted key discussions, trends, and outcomes relevant to the African audience.

An in-depth, hour-long, in-studio pre-WEF Davos panel discussion went live on December 11 to set the tone for the World Economic Forum (WEF) Davos conversation. Brand South Africa participated in the panel discussion alongside Old Mutual and a WEF Global Shaper representing the youth voice.

CNBC Africa is Africa's first and most influential business media brand. It reaches decision-makers, CEOs, policymakers, and entrepreneurs across the continent, broadcasting over eight hours of live business content daily from its bureau network.

PROMOTION OF THE NATION BRAND THROUGH THE DIGITAL PROGRAMME

Brand South Africa provided on-the-ground digital support for:

In support of Brand South's Play Your Part Programme, an article titled: 'The College of Africa's bursary scheme bears fruit' celebrated the impact of the College of Africa's (CoA) bursary scheme, launched in partnership with Brand South Africa through its Play Your Part programme, where the bursary provided financial aid to 10 000 disadvantaged students without requiring repayment.

Brand South Africa assisted the College of Africa by publicising the bursary initiative on its platforms and partner platforms. In November, the website published eight articles. Content themes for the month included environmental issues, such as spaza shops, visa reforms, investment stories, and South African wines gaining popularity in Shanghai.

During the period under review, Brand South Africa saw a 29% decrease in total website users, recording 46 430 users, and a 37% decrease in views, reporting 80 417 views. The engagement rate on the website increased by 31% during the period. This is the usual trend during this time of the year, with citizens on holiday.

The top two visited pages on the website remained constant: the Play Your Part landing page gaining 30 981 views, followed by the Brand South Africa homepage with 14 374 views.

The article titled *The Evolution of the Spaza Shop* was the third most visited page, with 8 818 views.

Additional Content Developed included:

Play Your Part Ambassador, Juanita Khumalo, hosted the annual TROVE Fitness Festival, bringing together women from all walks of life for a day of fitness and wellness. Brand South Africa provided support on the website and social media channels and ran an online giveaway, where five winners each received a set of double tickets to attend.

The newly crowned Miss Earth 2024 was given an official send-off to the Philippines to participate in the global Miss Earth pageant. The send-off engagement was covered on the Play Your Part social platforms.

Overall Social Media Performance

During the period under review 111 social media posts were identified for Brand SA. Instagram contributed 44% of the overall social media coverage generated, followed by Facebook Media and X, which contributed 43% and 13%, respectively. A total of 20 social media users generated content for Brand SA. The social media coverage amounted to an AVE of R4 096 007.

The top hashtags used within Brand SA's coverage included *#brandsouthafrica*, *#Trading*, *#ExploreSA*, and *#Events2025*. 14% of the social media coverage generated for Brand SA was assigned a positive sentiment. Trending favourable coverage (25%) pertained to social media posts generated by *Instagram* user, Thato Mokhothu, the official United States (US) embassy *X* account, affiliated with the handle, @USEmbassySA, and *Instagram* user, Uyanda Sibiyi, among others, which referred to the *Atlanta Phambili* initiative, which saw Atlanta Mayor, Andre Dickens, in South Africa. Dickens met with employees of Standard Bank to discuss boosting trade and met with Johannesburg Mayor, Dada Morero, among other activities. The posts thanked Brand SA for putting together the South African aspect of the *Atlanta Phambili* initiative.

Brand South Africa developed reactive and proactive content to promote the , where President Cyril Ramaphosa officially accepted the country's presidency of the Nation's Brand. Content published on social media included the Rio G20 Leaders' Summit, where President Cyril Ramaphosa formally accepted the country's Presidency of the G20. Content published on social media platforms also included special events on South Africa's sporting calendar, Monday Inspiration banners and Constitutional Awareness content.

During the reporting period, X contributed 43% and 11%, respectively. A total of 158 social media posts were identified for Brand South Africa. Instagram contributed 46% of the overall social media coverage generated, followed by Facebook Media and X, which contributed 43% and 11%, respectively.

27 social media users generated content for Brand SA, amounting to an AVE of R 4 803 080.

PLAY YOUR PART PLATFORMS

The Earthshot Prize Week: Slingshot Challenge

Brand South Africa, through its Play Your Part programme, joined hands with The Earthshot Prize Week and the National Geographic Society for the Slingshot Challenge, an initiative that identifies problems in your local community and produces innovative solutions.

The digital team covered highlights of the events and conducted interviews with National Geographic Society Senior Leadership, young explorer Oluwaseyi Jesuton, and Slingshot Challenge Awardees. The content was posted on PYP social media platforms.

An Honest Conversation with Black Coffee

Brand South Africa partnered with the Black Coffee Foundation for *“An Honest Conversation with Black Coffee,” a platform designed to connect aspiring and established music professionals with industry leaders, helping them grow their careers.*

The team created content highlighting the Foundation’s alignment to nation-building and helping society’s most vulnerable. They also conducted interviews with artists and entertainment professionals who have Played Their Part. Content pillars included the ever-changing music business landscape, meaningful collaborations, streaming services, and music as a Nation-Brand enabler.

Freedom of Expression

Brand South Africa collaborated with the BDD Foundation, SuperSport TV, the Eastern Cape Department of Sports, Arts & Culture, Eastern Cape Tourism and the Parks Board to build and mould talent towards academic and sporting excellence in Kareedouw, Eastern Cape. Through multimedia support, the event was covered on TikTok and Instagram through highlights and interviews.

FACEBOOK HIGHLIGHTS

Back 2 The City Music Festival

Brand South Africa collaborated with Back 2 The City Music Festival, which celebrates the ties between Hip-Hop and SA’s Constitutional values through music, art, and dialogue and encourages active and expressive participation on societal issues.

LINKEDIN HIGHLIGHTS

Hong Kong FinTech Week

Brand South Africa developed infographics for LinkedIn to elevate South Africa’s participation in the Hong Kong FinTech Week. The week highlighted the remarkable growth of our financial services industry over the past decade, particularly in Fintech investments.

G20

As South Africa took over the G20 presidency from Brazil educational content was developed to drive awareness of the country’s priority areas during its presidency.



Angola - South Africa

South Africa's president Cyril Ramaphosa hosted Angola's president in South Africa in efforts to build stronger bilateral relations for the SADAC region. The content covered included video highlight pieces as well as static posts from the session.

Atlanta Phambili

Atlanta Phambili is an initiative that connects and empowers South Africans in Atlanta, Georgia, and the surrounding areas. The programme focuses on building bilateral communities between South Africa and USA, provides cultural exchange and promotes South African heritage in the USA. The initiative also fosters positive relationships between South Africa and USA, whilst supporting professional networking and opportunities for South Africans abroad.

From December 5th to 11th, 2024, Atlanta Phambili visited South Africa, targeting Gauteng and the Western Cape. The partnership aimed to strengthen relations with the US market and welcome the US delegates to South Africa. Social media posts were developed and profiled.

During October, Saudi Arabia and South Africa hosted a business forum in Johannesburg. The meeting aimed to identify opportunities for continued trade, investment, and exchange of expertise between Saudi Arabia and South Africa. The bilateral relationship between Saudi Arabia and South Africa is friendly and has strengthened since its formal establishment 30 years ago. This was supported through content development that was posted on social media.



XVI BRICS Summit, Kazan, Russia. Brand South Africa supported South Africa's participation to highlight the country's global visibility and significance as a member of BRICS+. Content was developed and published on LinkedIn throughout the Summit. This included messages on the outcomes.

X (Formerly Twitter) Highlights

The pre-WEF panel discussion on CNBC Africa was also profiled through awareness-building banners to extend information to additional audiences.

The top-performing banner was a condolence banner for Minister Tito Mboweni's passing, achieving 2 662 impressions and 19 engagements.

Instagram Highlights

SA@30

In continued effort to celebrate 30 Years of Democracy, Brand South Africa forged ahead with content during October through: Profiling of the 30 Young Voices of the Future, showcasing influential, young people who are trailblazers in their respective spaces, celebrating their home country.

Output: Activities that promote active citizenry and advocacy through the Play Your Part Programme

In line with the national priorities of promotion social cohesion and active citizenry, Brand South Africa's contribution towards these imperatives continued during the year 2024/25, through its Play Your Part programme. Play Your Part is a movement that was created to empower, inspire and encourage South Africans to contribute to a positive social change. Under the year review, there were number of Provincial activities that were implemented to inculcate a spirit of entrepreneurship thereby contributing to economic growth and job creation. Some highlights included the following Play Your Part activities:

- Collaboration with 'The College of Africa's in Limpopo Province'. This initiative was started during COVID-19 era and has continue to offer bursaries to disadvantaged communities who were granted bursaries to study at this college: A financial aid was offered to 10 00010 000 disadvantaged students without requiring repayment. Brand South Africa assisted the College of Africa by publicising the bursary initiative on its platforms and partner platforms.
- Play Your Part Ignite was hosted in a onetime only un-conferencing event at the inaugural Socio-Economic Impact Summit. The un-conferencing event brought back top Ignite performers from previous activations, Play Your Part Ambassadors, social entrepreneurs, industry leaders as well as representatives from SMME Support Agencies, with the intent to foster a better understanding of the entrepreneurial ecosystem by dissecting the key pillars of successful entrepreneurial endeavours and SMME business development, while also providing clarity on funding regulations and applications. The un-conferencing event was aimed at democratising entrepreneurship, aligning with core values championed by Brand South Africa, one of which is Freedom for All. Play Your Part Ignite Un-Conferencing received a pre-event press release and publicity through channel Africa interviews, SABC news and various online publications.

- The collaboration with the Black Coffee Foundation on the Honest Conversation with Black Coffee was a conference targeting record labels, digital service providers, Aggregators platforms, network operators, publishers and royalty collections agencies to their services to the current and upcoming musicians, advising how their platforms work and explaining the intricacies of the do's and don'ts of the industry also explaining why current musicians confuse the rules of the system. Brand South Africa's ACEO delivered a presentation on how the music industry contributes toward communicating and shaping the Nation Brand identity. The theme of the presentation was **"Music as a driver of the country's identity (Value, image and culture)"**. After the conference, the Black Coffee Foundation hosted a Black Coffee Benefit Concert at the St. Davids Inanda School where they fundraised for the school in Alexndra, which is adopted by St Davids Inanda. Brand South Africa achieved ROI through Brand visibility and brand mentions from Black Coffee's personal social media pages including the foundation's social media pages. The conference was also live streamed and profiled on Brand South Africa social media platforms



- Through the Play Your Part programme the Nation Brand advocacy campaign aimed at communicating a message to enhance the awareness of the nation brand, image, and reputation was flighted on international digital platforms. The pillars covered in the AV included South Africa's entrepreneurs, favourable business investment hub, quality of life, and health and education systems. The Study in SA AV promoted South Africa as an Academic hub as research shows that the majority of people who study in SA are from the continent. The AV was flighted targeting Africa, Switzerland, Ireland, Denmark, Finland, Belgium, Norway and Luxemburg, achieving 3 453 135 impressions.

- In addressing issues of climate change a collaboration between Play Your Part and Earthshot took place. The collaboration was on the Prize & National Geographic's Slingshot Challenge programme and it afforded Play Your Part to tap into new audiences with a unique value proposition "People and Climate Matter" and further provided a footprint on international audiences. The activation took place in Cape Town on Thursday. The objective of the engagement was to ignite a new wave of youth innovation and prepare the next generation to tackle global challenges. This year's instalment was focusing on environmental issues such as the protection of nature, cleaning the air, reviving oceans, building a waste-free world, and fixing our climate. The event was oversubscribed with 110 pupils from different schools in the Western Cape that were representing true South African demographics. In the audience included Earthshot finalists and alumni for mentorship, creating a powerful pipeline for future scientists, environmental advocates, and climate leaders, further enabling international reach. Brand South Africa worked with Play Your Part Ambassadors being the Siya Kolisi Foundation, Aurelia Nxumalo, Mam Irisi Busakwe and Zabelo Hlabisa and WESGRO to invite Cape Town-based schools to participate in the Slingshot challenge.



- Brand South Africa works with and through different stakeholders and to this end, there were a number of Play Your Part collaborations through the year. These focused on climate change, entrepreneurship, youth empowerment, GBVF, education, women empowerment, to name a few. Some highlights included:
- The Momentum Gsport Awards is the leading National Women’s Sport recognition platform. More than 200 winners have been honoured since inception. The Momentum Gsport Awards is seen as a beacon of hope for Women in Sport in South Africa. 2024 is Gsports 17th edition, with over 20 prestigious Awards handed out on the night. Brand South Africa partnered with Gsport for this year’s #gsport18 awards. As part of celebrating the 30th anniversary of freedom and democracy in South Africa. This year, Gsport4girls is celebrating the top women’s sport moments since 1994. As the official partner to the 2024 Momentum Gsport Awards, Brand South Africa presented Brand SA Para Sport Star of the Year during the awards. Brand South Africa presented an award, which won by Kgothatso Montjane. The awards were broadcast live on Supersport and SABC and were covered on Brand SA Social media platforms.
- Brand South Africa collaborated with the National Youth Development Agency (NYDA) on the South African Youth Awards (SAYA) which were aimed at recognising and celebrating the outstanding achievements and contributions of young individuals in our communities, the African continent and throughout the rest of the world.
- Climate Change & Career Exhibition (PYP ambassador: Nico Moerane): Play Your Part ambassador hosted a climate change and career exhibition campaign in support of the green economy and tree planting advocacy in the township of Rustenburg. The Play Your Part ambassador partnered with the Department of Forestry, Fishery & Environment and the CAA. Brand Visibility was achieved through the Play Your Part programme.
- Miss World South Africa: Brand South Africa and Miss World South Africa partnered in the 2024 pageant. The pageant took place at Suncity and Brand South Africa was provided a platform to disseminate messages of nation brand pride and as well as brand mentions and visibility in the tour to the Miss World Crowning.
- Kwazithina Publishers (with PYP ambassador Nomawele Njongo): Brand SA partnered with Kwazithina publishers for their 3rd funda Mpondo literacy festival and Gala dinner in Lusikisiki. The KTPLitGala brought Africans together through the power of literacy and provided a space for authors, readers and enthusiasts to connect, share ideas and inspire literacy pursuits in South Africa. His engagement was published in community newspapers and covered in community radio in the Eastern Cape.

- Drakensberg Boys’ Choir (DBCS) UK Tour : The Drakensberg Boys’ choir headed for the annual tour. Brand SA and the DBCS hosted a send-off activation at the ORTIA before they left for the UK. In the UK, the Drakensberg Boys’ choir flew the South African flag by wearing Brand South Africa’s Play Your Part in their branded attire and used selfie frame at strategic touch points. Brand visibility was achieved through Play Your Part and through the DB Boys social media pages reaching 6 000 followers on Instagram, 58 000 followers on Facebook and an article.



- Play Your Part Engagement and Onboarding engagement: In line with the outcome of increasing Nation Brand advocacy and active citizenship, Brand South Africa hosted the Play Your Part Ambassador Engagement during March 2025, at the Sandton Hotel. The objectives for this engagement were multi-prong:



- To remind ambassadors of the rationale behind PYP and the importance of the programme in transforming people’s lives in a meaningful way.
- To celebrate ambassadors who amplify Brand South Africa’s work.
- To equip both current and potential ambassadors with the tools, knowledge, and inspiration to drive meaningful change in their communities.
- To lay a strong foundation for future collaborations, ensuring the Play Your Part movement continues to empower, uplift, and inspire a better South Africa one ambassador at a time.



This engagement had 60 attendees, and was profiled on the Gsport for Girls online magazine with a reach of 28 000. The engagement was also shared on Play Your Part's Instagram and Facebook Pages. The platform was further utilised to record nuggets from the Play Your Part ambassadors, sharing how they promote PYP utilising their platforms. These interviews were later disseminated on Brand South Africa's social media platforms.

Lastly, One of the critical areas that the Play Your Part programme seeks to address is commemorating national days of significance and articulating a call

to action. During Human Rights month, Brand South Africa collaborated with Newzroom Africa to develop an audio-visual focused on human dignity, freedom, inclusivity, and the protection of rights. In celebration of 30 years of Freedom, Human Rights Day AV highlighted the history of human rights, the successes achieved over the 30 years of South Africa's democracy, and it encouraged citizens to play their part by upholding human rights for future generations. The AV was aired on Brand South Africa's social media on Human Rights Day, reaching a following of 20 000 on Instagram. This campaign reached a viewership of over 1 million audiences on 405 Newzroom Afrika TV, over 19 600 followers on the Newzroom Afrika Instagram page, and 260 000 followers on Facebook.

ACTIVITIES AIMED AT PROMOTING CONSTITUTIONAL VALUES AND SOCIAL COHESION (CONSTITUTIONAL AWARENESS)

Constitutional awareness campaign

Brand South Africa, as the custodian of the South African Nation Brand, aligned with commemorating the country's 30 Years of Freedom, identified opportunities for a constitution awareness campaign on domestic, regional, and international platforms. South Africans value the freedom and democratic principles achieved through hard work, dedication, resilience, and strength of character from all corners of the country. Despite many challenges, South Africans look after one another with empathy, tolerance for diverse backgrounds, appreciation for cultures and heritage, and a collective sense of being South African. Motivated to uphold our heritage of doing the right thing, we are committed to maintaining social and economic systems that benefit all, including those who may feel disconnected from the country's diversity. The campaign was flighted on Brand SA-owned digital platform (X), which was in line with this year's plans and limited budget allocation, reaching 1 711 views and 1 200 impressions.

30 Years of Freedom Activity

Brand South Africa executed an activation engaging South African citizens on the country's 30 Years of Freedom milestone. Aligned with the government's 30 Years of Freedom Campaign's "We the People" pillar, it promoted engagement with the people for whom the democratic dispensation was developed, highlighting the constitutional value of "freedom" and its significance in the lives of ordinary South Africans.

The activity was implemented in four areas around Gauteng: The Union Buildings in Tshwane, Alex Mall in Alexandra, Vilakazi Street in Orlando - Soweto, and a park in Rosebank. Interviews were conducted with randomly selected citizens who shared their thoughts on the country's democratic transition and its impact on their lives. These recordings were disseminated on Brand South Africa's TikTok page, where they will feature throughout the year.



Voter Participation Activity

The 2024 National and Provincial elections coincided with the celebration of the country's 30 years of freedom and democracy, symbolising the freedom South Africans have enjoyed according to the provisions of the constitution, the basis of South Africa's democracy. Following the announcement by the Independent Electoral Commission (IEC) that over 27.79 million voters, the highest since the dawn of democracy in South Africa, were eligible to vote in the 2024 elections, voter participation remained a concern, with less than 20% of the population aged between 18 and 35 registered to vote.

Brand South Africa engaged with ordinary South Africans at the voting station in Diepkloof, Soweto, to explore their need to exercise their constitutional right to vote and participate in the country's democracy. Participants indicated that their motivation to vote was driven by the efforts of those who fought for the rights enjoyed today and the hope that their vote would bring the change needed to improve socio-economic conditions in their community. Recordings of the interviews will remain on the organisation's Play Your Part Facebook page, which has 28 000 followers.



Right to Education



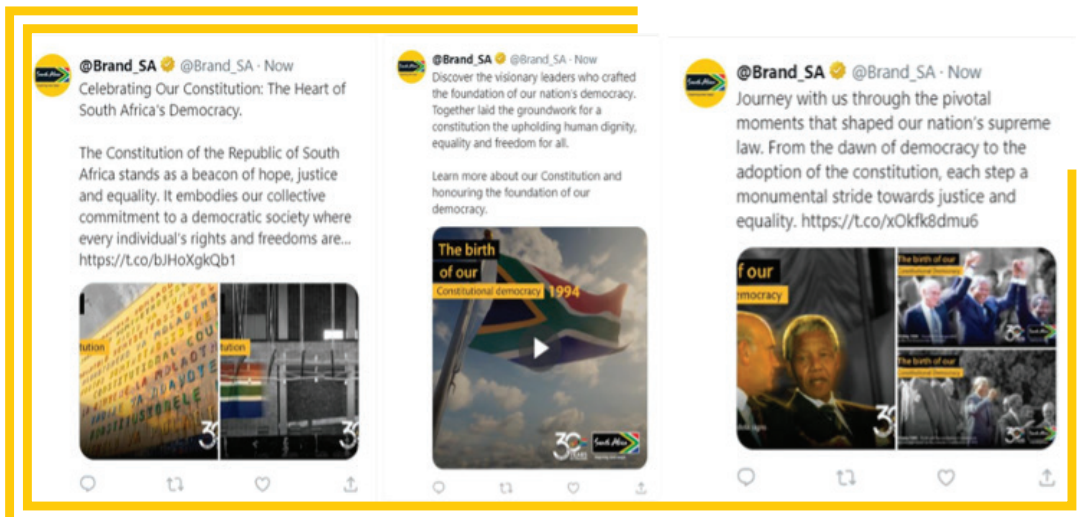
Brand South Africa's constitutional awareness campaign has played a significant role in educating school learners about their rights, responsibilities, and the principles of the constitution.

Brand South Africa partnered with Inkosi Shinga, Optimi Learning, KZN COGTA, and KZN DOBE to execute a Constitution Awareness activation themed "Right to education" during schools' activations in KZN. The activity occurred at Mvuthuluka Secondary School and Buhlebethu High School in Ward 13, Umzwilili Location, Umzumbe, KZN.

Government entities, broadcasters, SETAS, funders, tertiary institutions, and influencers supported this Career Exhibition. These stakeholders presented to learners about their mandate and what services and opportunities they can offer to advance quality education. Various study materials relating to career studies, jobs, and leadership opportunities, as well as collateral, were handed over.

The combined number of learners at these two schools was 1500. The event was broadcast by Ugu Youth Radio and Sunny South Radio community radio stations, which are estimated to reach a further 10 000 learners.

Constitution awareness campaign



As the custodian of the South African Nation Brand, Brand South Africa has aligned with the call to commemorate 30 Years of Freedom by launching a Constitution Awareness Campaign on domestic, regional, and international platforms. The campaign is designed to celebrate and promote the South African Constitution as a cornerstone of democracy and a symbol of the nation's progress over the past three decades.

Key objectives of the campaign include:

- **Celebration of the Constitution:** Highlighting the South African Constitution as a foundational element of our democracy, essential to the country's growth and governance.
- **Global Education:** Raising awareness and educating citizens, locally and globally, about the significance of the Constitution in their daily lives and its role in safeguarding democracy.
- **Citizen Engagement:** Encouraging active citizen participation in understanding and leveraging the rights and freedoms guaranteed by the Constitution.
- **Alignment with Strategic Events:** Integrating Constitution-related messaging into major domestic and international events, including national Days of Significance, to amplify its importance.
- **Economic and Social Value:** The Constitution's role in promoting a stable environment for economic growth and investor confidence is highlighted, as are its social benefits as a promoter of human rights, social justice, and access to basic services.

The campaign focused on the themes Celebrating Our Constitution, Journey to Freedom, and Know Your Rights. In line with this year's strategy and available budget, these messages were broadcast on Brand SA's digital platforms, particularly on X (formerly Twitter). The campaign achieved **549 412** views and **1 258 874** impressions, reflecting strong engagement and outreach.

GBV-Focused Activity

Brand South Africa partnered with the Department of Sports, Arts & Culture. It executed a Constitutional Awareness activation by engaging with SMMEs and community members in Dennilton, Limpopo during September 2024. The purpose of this activity was to promote the Anti Gender Based Violence (GBV) programmes as one of the Nation Brand disablers, as well as to share the global reputation study report on how other countries view South Africa as a Nation Brand.

Sixty four delegates attended this programme place, gathering political and traditional leaders, SMMES, and the community, who rallied against and created awareness against the scourge of GBV. The activation took the form of multiple dialogues and presentations. The community was capacitated on these constitutional values and equipped to combat it.

Brand South Africa had an opportunity to deliver a welcome address, where it addressed the issue of GBV as one of the Nation's Brand disablers and presented the global reputation study report.

Constitutional Education Activity

Brand South Africa partnered with Lawyers for the Arts South Africa (LASA) to execute a constitutional education activity that formed part of Fame Week Africa 2024, which took place in Cape Town in September 2024.

The partnership with LASA, which works to demystify law and the constitutional rights of creatives through the facilitation of *pro-bono* legal support, resulted in the erection of a pop-up law clinic that not only empowers creatives but also raise awareness of the organisation's work within the industry.

The pop-up clinic proved to be a popular and informative event for creatives seeking legal guidance and education. It elevated rights such as freedom of expression, intellectual property rights, and the role of creatives in promoting constitutional values.

The collaboration won the Best Exhibition award at Fame Week Africa, a testament to the clinic's success and Brand South Africa's commitment. The event was further enhanced by the presence of the Minister of Sports, Arts and Culture, who underscored the government's support for the creative industries.

Rule of Law

Brand South Africa collaborated with Titiba Legal Consulting on executing a “Rule of Law” activation in Gqeberha, Eastern Cape. The activation sought to create awareness and understanding of the provisions of the Constitution and educate the community on the significance of the rule of law in the exercise of the rights afforded by the Constitution.

Held at a community hall at the Kwa-Magxaki township, the activation focused on unpacking the Bill of Rights as well as basic human rights, using different methods to encourage understanding and engagement amongst the participants, who included the youth and the older demographic in the community. The format included debates, a courtroom setup, and group reflections. The significance of the community’s involvement in the curbing of violence and criminal activities, as well as in the building of social cohesion, was elevated as a call to action for the respect of the rule of law, as well as the creation of a safer community in South Africa.

Fifty two participants attended the engagement, including a mix of young people, the middle aged people, and the older generation.

Freedom of Expression activation

Brand South Africa collaborated with SuperSport’s, Eastern Cape Department of Sports Arts & Culture, the Eastern Cape Tourism and Parks Board, DOBE and the Be Disciplined and Dedicated Foundation (BDDF), which is a multidisciplinary sport and recreation orientated organisation to mould talent towards academic and sports career in Physiotherapy, psychology, Sport sciences, and Management).

The event occurred at the Paul Sauer High School Sports Grounds in Tsitsikama. The school’s activation placed a particular emphasis on rights linked to freedom of expression, including the right to education, the right to equality, and the right to life.

Brand South Africa was afforded a branding and speaking platform to present on its constitutional awareness campaign and encourage learners to exercise their constitutional rights and values.



Youth and the Constitution

Brand South Africa collaborated on the Back to the City Festival and the Consulting, with Metro FM and SABC 1, on a youth festival campaign that targeted youth across the country. The event took place at Maryfirtz Square Newtown, Johannesburg, from 6 to 22 October 2024. This was a music festival targeting 20 000 attendees with performances by both local and international acts.

Back to the City Festival is an iconic annual urban music festival held in Johannesburg, South Africa, that celebrates the youth’s rich cultural heritage and the city’s vibrant spirit. Established in 2008, the festival showcases local and international hip-hop, R&B, and other genres, making it a key event in the South African cultural calendar. Beyond entertainment, the festival is a powerful platform for social change, economic development, and youth empowerment.

Brand South Africa at the Back to the City Festival celebrated the connection between hip hop and the constitutional values of freedom and expression creating an engaging, culturally relevant experience, we inspired youth to embrace their rights and responsibilities as citizens. The event was profiled on Metro FM, which has over 20 million listeners.

Constitution Awareness

Brand South Africa, as the custodian of the South African Nation Brand, has identified opportunities for the execution of a constitution awareness campaign on domestic, regional, and international platforms.

South Africans value the freedom and democratic principles achieved through hard work, dedication, resilience, and strength of character from all corners of the country. Despite many challenges, we look after one another in various ways with empathy, tolerance for our diverse backgrounds, appreciation for our cultures and heritage with a collective sense of being South African.

Motivated to sustain our inherited foundations of doing the right thing, we are committed to maintaining social and economic systems for the benefit of all, including those that may have lost feeling part of the most diverse country in the world!

Brand South Africa focused on promoting The Bill of Rights, enshrined in our Constitution. The campaign highlighted the work done by The South African Human Rights Commission, The Treatment Action Campaign, The Socio-Economic Justice for All (SEJA), Community-based advice offices (CAOs) & the Truth and Reconciliation Commission (TRC).

The campaign further promoted the pillar of equality & freedom of speech enshrined in our constitution.

VISIBILITY: The Constitution content garnered moderate visibility, generating 1 366 189 impressions and reaching over 6 769 people.

ENGAGEMENT: The campaign's goal was to reach a broad audience, so there was a high volume of 'Other Engagement', indicating that the content effectively engaged the audience on X. Other engagement includes media views, swipes, and expansions on the images. To leverage this type of engagement, use interactive elements within the advertisement (e.g., carousels, videos) to capture attention without relying on click-through actions. Over 3 168 engagements were made.

AUDIENCE: The 25 – 34 age bracket interacted the most with this content. The age brackets that interacted the least with this content were 13–to 17-year-olds and 55–to 65-year-olds.

CONTENT: A multi-faceted messaging approach assisted with reaching a broader audience. Ads with simpler, celebratory captions (like "Celebrating Our Constitution") achieved broader reach than those with more complex, historical messages. For campaigns focused on awareness, keep messaging direct, positive, and broadly appealing.

GLOBAL SOUTH AFRICANS' ACTIVITIES AIMED AT PROMOTING ACTIVE CITIZENRY AND ADVOCACY TO SOUTH AFRICANS LIVING ABROAD.

Content-Based Marketing Campaign

The GSA digital content marketing campaign concluded South Africa's celebration of 30 years of democracy while encouraging Global South Africans to celebrate the holidays with their loved ones. Focusing on key markets in the USA, the campaign aimed to strengthen connections with the South African diaspora, showcase South Africa's accomplishments, and inspire a sense of pride and unity among Global South Africans.

The campaign featured practical tips for Global South Africans planning their journey back home and highlighted key moments, such as the Atlanta Phambili initiative. This initiative included a state visit by Mayor Andre Dickens of Atlanta and Ambassador Reuben Brigety II, showcasing South Africa's investment potential in the U.S. market through visits to significant sites in Gauteng and the Western Cape.

The campaign also celebrated significant occasions, such as Reconciliation Day, while reflecting on other South African and international holidays. Key activities were promoted on the GSA platforms to engage audiences and highlight South Africa's cultural richness and heritage.

In conclusion of the December campaign, a year-in-review was shared to honour the accomplishments of Global South Africans abroad who have been positive brand ambassadors for the country. The campaign continued to underscore South Africa's spirit of innovation, resilience, and cultural unity, all while fostering meaningful connections with the global community. The campaign was executed across the Global South African social media platforms, including Facebook, Instagram, X, and LinkedIn.

GSA Engagement with Young Professionals in the UK

In collaboration with the South African High Commission in the United Kingdom and Duke Corporate Education, Brand South Africa hosted a Global South Africans (GSA) engagement targeting young professionals in the UK. The engagement featured two panel discussions themed “Celebrating 30 Years of Freedom: The Role of Young South African Professionals in the Diaspora in Uplifting the Youth in South Africa.” These discussions emphasised how the country brand should be positioned in markets like the UK and the importance of showing affinity for the country.

The programme included C-Suite Insights, a fireside chat, and a presentation by Ms. Ipeleng Selele, Chairperson of Brand SA, about Brand South Africa, the GSA Initiative, and the Role of the Diaspora in Country Promotion. Sixty young professionals and business stakeholders, including representatives from ABSA, Shell International Petroleum Company, Old Mutual, Standard International, Cisco Systems Africa, Lionhead Growth, South Africa Tourism, and Brand South Africa, participated.

The South African High Commission in the UK and Duke Corporate Education will launch the Mentorship Circle through the GSA Network platform. This programme aims to foster professional and personal bonds within the South African professional community in the UK, including one-on-one mentoring from established leaders and community events to support collective growth. Interest in participation is being gathered, and the matching process for the Mentorship Circle has started.



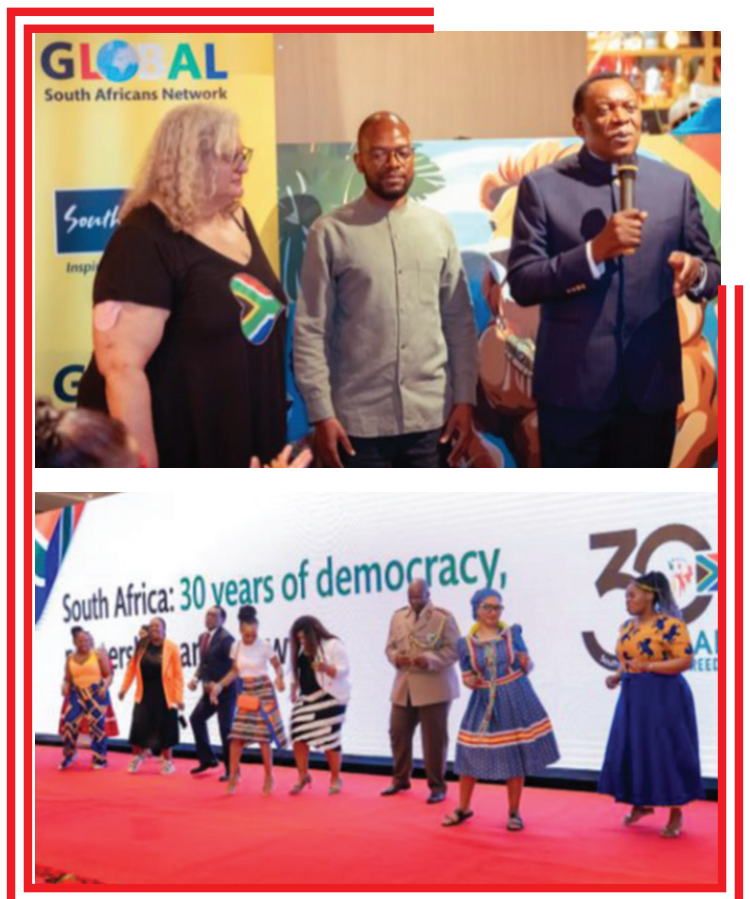
30 Years of Democracy Activation in Beijing, China

Brand South Africa partnered with the missions in China to celebrate South Africa’s 30-year milestone, termed “National Day” in the diplomatic arena abroad. The celebrations, aligned with the official 30-year celebration theme, provided an ideal opportunity to spotlight the country and its phenomenal achievements in taking up a prominent role in the global space.

The first engagement was a formal dinner reception in Beijing on April 26, 2024, attended by prominent local business stakeholders, Global South Africans, and China’s Vice Minister of Foreign Affairs, H.E. Chen Xiaodong. Guests were exposed to South Africa’s history, globally celebrated achievements, and distinctive features. More than 500 Chinese business stakeholders, government officials, members of the diplomatic corps, leaders of South African corporates with a presence in the market, and Global South Africans attended the event at the Kempinski Hotel in Beijing.

Companies with ties to both South Africa and China, such as Hisense Group, Spier Wines, importers of Tiger Brands, Ingram’s camphor cream, Standard Bank, market representatives of KWV, and Huawei, participated in the engagement. The official 30 Years of Freedom messaging, country branding, audio-visuals, and rotating digital banners produced by Brand South Africa, were prominently displayed on various touchpoints, including the giant stage LCD screen.

In addition to the formal gala reception, Brand South Africa partnered with a Beijing-based Global South African to host a separate celebration for ordinary South Africans in Beijing on April



27, a lunch activation at an African-owned restaurant in the capital. The all-day event featured addresses by event partners, including Ambassador Siyabonga Cwele, and Beijing-based GSAs were in full attendance at different times throughout the day.

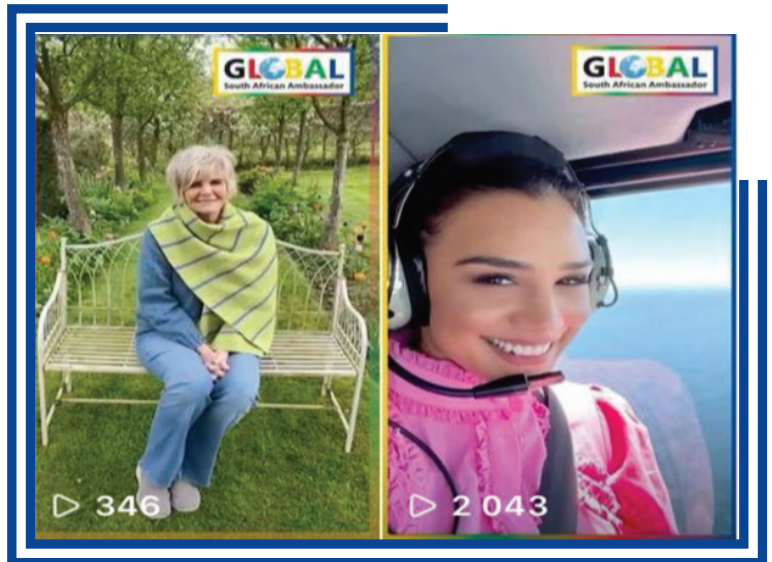
Brand South Africa prepared and issued a media release locally to leverage the platform provided by the formal engagements. The release extended the narrative of the 30 years of freedom to draw attention to South Africa’s economic and commercial successes while profiling some South African corporate brands that contributed to the celebration. The release was picked up by 128 online media titles, with an average audience reach of 14 247 763.

GSA Onboarding

Ten (10) Global South African Ambassadors were formally onboarded. These ambassadors embody the spirit of Global South Africans and champion Global South African messaging, including through speaking engagements.

The individuals chosen as Global South African Ambassadors in April included Zahirah Marty, an award-winning Travel Show Host in the UAE; the iconic PJ Powers, representing the UK as an award-winning South African musician; the renowned Braai Army, South Africa’s premier supporters group in Europe; Celebrity international Chef, Lorna Maseko in the US; Business Development Director Ronak Gopoldas in the UK; and Senior Sponsorship Manager and founder of the South Africans in Doha Community, Brad Habana in Doha, Qatar.

The GSA onboarding campaign increased Brand South Africa’s visibility. The ambassadors’ diverse locations and high profiles enhanced the visibility of Global South Africans worldwide and “Friends of South Africa.” The digital onboarding and personalised introductions fostered a stronger sense of community and strengthened community engagement among South Africans abroad.



GSA Content-Based Marketing



As South Africa continues to celebrate 30 years of democracy, Global South Africans inspire and represent the country in a positive light. The 30 Years of Democracy milestone resonates deeply with South Africans worldwide, celebrating collective achievements and honouring the resilience and unity of the South African people. The month of May 2024 was significant, as South Africans could continue playing their part for a democratic country and exercise their right to vote for a better South Africa and a better government.

Objectives of the content-based marketing campaign included encouraging Global South Africans to register and interact on the Global South Africans website and social media platforms, increasing brand awareness among South Africans living abroad through a content marketing strategy aimed at educating and engaging the audience, measuring the campaign’s success by targeting rich media ad formats to create brand awareness and encourage sign-ups on the Global South Africans site, and positioning South Africa as a pivotal gateway for African business and facilitating regional tourism.

The campaign achieved significant reach and engagement:

- Facebook: In May, there were 68 052 engagements, with an engagement rate per impression of 1.917%, a 42178.4% increase.
- X (formerly Twitter): The platform gained 35 followers in May, reaching 954 followers, with a 35.7% growth increase from April, and 5 699 impressions in May.
- Instagram: Impressions increased by 201.4% compared to April, with the platform achieving 18 773 impressions in May.
- LinkedIn: The video for May received 713 views through organic reach.

GSA Content Marketing (United States, Europe, Middle East, and Australia)

The GSA Content Marketing Campaign focused on paying tribute to Nelson Mandela and targeted key markets in the UK, USA, Australia, and UAE. The campaign sought to strengthen ties with the South African diaspora, amplify our message, and inspire Global South Africans to carry forward Mandela's enduring legacy.

The content was beautifully crafted to inspire Global South Africans to enrich their communities and use their voices to make a positive impact. On the portal, blogs were uploaded, promoting several South African tech start-up companies that participated in the Viva Tech 2024 summit in Paris. This epitomises South Africa's success through freedom and the positive outcomes of 30 years of democracy.

The Global South African campaign remains driven by one purpose: to showcase South Africa's enduring spirit of innovation, resilience, and cultural richness while fostering meaningful connections and partnerships across continents. The campaign was implemented using the Global South African social media pages on Facebook, Instagram, X, and LinkedIn, which greatly impacted Global South Africans.

GSA Content Marketing (United States, Middle East, and France)

The campaign celebrated Women's Month and the significance of Women's Day in South Africa, focused on key markets in France, the USA, the UAE, and the UK. The campaign aimed to strengthen ties with the South African diaspora, amplifying our message, and inspired Global South Africans to embrace the nation's spirit of democracy and gender equality.

The campaign was intentionally aligned with South Africa's commemoration of 30 years of democracy, which is a result of continuous struggles for equal rights and the immense contributions by women to the freedom struggle. Women's Day, as part of the campaign, commemorates South African women's courage and self-sacrifice, who have played an important role in shaping the country.

In reflecting on 30 Years of Democracy in South Africa, this campaign wanted to demonstrate a connection between women's leadership and empowerment along its journey to achieve liberty and equality. Aside from that, we showed unwavering support for our athletes from South Africa who represented us at the Olympics, led by Tatjana Smith and Jo-Anne van Dyk, in winning gold and silver medals for women's sports. These milestones marked their extraordinary accomplishments in sport at the national level.

Heritage Month Activation in China

Brand South Africa, together with the South African Embassy in Beijing, and identified Global South Africans, collaborated to host an activation in China on 21 September 2024, leveraging the platform of the country's Heritage Month. The activation was targeted at business and civil society stakeholders in China, with the objective of telling an impactful story about South Africa through the strategic levers of arts, culture, and commerce.

The Heritage Day activation was hosted successfully in the gardens of the South African Embassy in Beijing, with the support of various Global South Africans, importers of South African products. The engagement enjoyed the support of some South African corporates based in Beijing, who provided sponsorships towards some of the activation costs.

As part of the formalities, the programme also allowed several GSAs to deliver brief remarks on their South African heritage, thus sharing some insights with the local audience.



A group of patriotic teachers and students volunteered to augment the outsourced catering by cooking pap and chakalaka for the event. From a creative and branding perspective, the large-scale heritage-themed backdrop that Brand South Africa procured contributed to the quality and impact of the activation.

Brand South Africa had been in discussions with award-winning South African Afro-jazz singer and songwriter, Zoe Modiga (who was set to be in Beijing to perform at venues in Beijing and Shanghai in the latter part of September), with the hope of securing her attendance at the Heritage Day engagement. However, the concert did not materialise, so Zoe did not travel to China as planned.

Brand South Africa planned for a second Heritage Day engagement to be hosted in Shanghai in collaboration with the South African Consulate and Zoe's management team, in the form of a South African film screening. Consequently, the screening collaboration could also not take place.

The 200 guests comprising of GSAs, business stakeholders and local media stakeholders, were exposed to a showcase of South Africa's diverse cultural heritage in the form of South African food (including a braai main course) and wine, performances by a South African cultural ensemble as well as GSA musician, Christine Visser, who is part of a resident band at a local 5-star hotel in Beijing. This was reinforced by Ambassador Cwele's speech about the significance of South Africa's Heritage Day, which also highlighted the unifying role of the country's diverse people and cultures.

Global South Africans Awards & Heritage Month Celebration Dinner (UK)

On the 30th of September 2024 as part of the Deputy President's Working Visit to the United Kingdom (UK), Brand South Africa collaborated with the South African High Commission in London, and South African companies based in the United Kingdom which included De Beers, Sasol, Absa and Infrastructure SA as part of the organisation's mission to commemorate and celebrate the 30 years of democracy, heritage month and position the country as a viable investment destination.

The Global South Africans Awards & Heritage Month Celebration Dinner was a success, the South Africa's Deputy President, Mr Paul Mashatile gave a keynote address, and remarks were done by Brand South Africa Chairperson, Ms Ipeleng Selele and attended by more than 200 guests, which included CNBC Reporter, Mr Arabile Gumede who was the Programme Director, High Commissioner, Ministers, Deputy Ministers, SA and UK Government and Business Representatives and Global South Africans.

Ministers and Deputy Ministers presented five Awards to the Individuals and Organisations below for representing and playing their part in flying the South African flag high.

GSA Business Summit (USA)

Brand South Africa in collaboration with the Fearless Fund and Spotlight Marketing hosted the Global South Africans Business Summit Dinner, on the 1st of September 2024, at the Loews Hotel in Atlanta, USA.

The Global South Africa Business Summit Dinner was a networking platform among South African, American entrepreneurs and young professionals. The event served as a virtual space, participants exchanged innovative ideas that highlighted the unique strengths and resources available in both regions. The panellists discussed creative solutions to common challenges faced in their respective markets.

During the event, a silent auction was held at the event to raise funds for a meaningful initiative aimed at enhancing food security and educational opportunities in Alexandra, a township in South Africa through Bophelo Foundation and Arian Simone. This project will form part of the "Play Your Part" programme by Brand South Africa, which focuses on promoting active citizenship and community development. The project embodies the spirit of community collaboration and aims to inspire a sense of responsibility and pride among the students and local residents.



PROGRAMME 3: STAKEHOLDER RELATIONSHIPS

In contributing towards Brand South Africa impact of **“A prosperous Nation Brand/A patriotic and socially cohesive nation”**, the Stakeholder Relationships Programme delivers against the following outcome in the Strategic Plan:

Outcome 4: Aligned Nation Brand execution and experience domestically and internationally.

Output: Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned nation brand execution and experience internationally and domestically.

Strategic Collaborations with Public Sector Stakeholders

Brand South Africa undertook 15 strategic collaborations with national and provincial government departments and entities. These engagements enabled aligned messaging, strengthened institutional trust, and contributed to broader nation-building goals. Below is a summary of select high-impact activities executed in collaboration with public sector partners:

- **Department of Science and Innovation – International Astronomical Union Assembly**

Brand South Africa partnered with the Department of Science and Innovation and the National Research Foundation to deliver the 100th General Assembly of the International Astronomical Union in Cape Town – marking the first time the event was hosted on African soil in its century-long history. Over 3 000 delegates celebrated milestones in science and technology, positioning South Africa as a leader in global innovation.

- **Department of Public Service and Administration – EGOV 2025**

Collaborating with the Department of Public Service and Administration and the University of the Witwatersrand, Brand South Africa co-hosted the Electronic Governance (EGOV) Conference at the CSIR in Tshwane. The conference attracted over 500 participants across government, academia, and industry, and highlighted South Africa’s progress in digital governance and its alignment with the UN Sustainable Development Goals.

- **Buy Local Summit**

Held in Sandton, Johannesburg, the Buy Local Summit provided a strategic platform to promote localisation as a driver of economic growth and job creation. Under the theme “Growing the Economy and Creating Jobs Through Localisation,” the summit convened over 2 000 delegates and attracted a wider audience through live streaming and strong media engagement. Brand South Africa collaborated with Proudly South African for the execution of this flagship event and contributed to content development and digital profiling of the summit. Key participation included the “Take A Stand” march against counterfeit goods, and a panel discussion titled “Local Heroes: The Battle of the Best South African Brands” featuring Brand SA’s CEO and top brand leaders. The summit amplified the Nation Brand narrative and strengthened partnerships with local enterprises, reinforcing active citizenship and economic participation.

Strategic Collaborations with Civil Society Stakeholders

Brand South Africa implemented over 10 collaborative activities with civil society organisations, including NGOs, faith-based organisations, and academic institutions. These engagements focused on social cohesion, moral regeneration, and advancing South Africa’s values of democracy, justice, and inclusivity. Highlighted below are three impactful civil society collaborations:

- **Peace Players Global Exchange – KwaZulu-Natal**

Brand South Africa partnered with Peace Players to host a ten-day exchange programme using basketball as a tool for youth development, cultural exchange, and social cohesion. The initiative brought together over 600 children from South Africa, the USA, and Northern Ireland, with activities ranging from leadership training to a city-wide tournament. Brand South Africa’s participation was further amplified through its Play Your Part Ambassador and digital storytelling platforms.

- **Casual Day Campaign with NCPD – #ISEEYOU**

In collaboration with the National Council of and for Persons with Disabilities (NCPD), Brand South Africa supported the #ISEEYOU awareness campaign celebrating 30 years of Casual Day. Through strong partnerships with Clicks, SABC, and Caxton Media, the campaign achieved a nationwide reach of over 11 million people, promoting inclusivity and disability rights as key elements of the Nation Brand.

- **Nelson Mandela Annual Lecture**

Brand South Africa supported the 22nd Nelson Mandela Annual Lecture, featuring Nobel Laureate Abdulrazak Gurnah on the theme ‘Realising Our Shared Humanity’. This partnership reinforced Brand South Africa’s commitment to human rights, justice, and inclusive dialogue, while aligning with the Mandela Foundation’s legacy of global moral leadership.



- **World Movement for Democracy: 12th Global Assembly**

Brand South Africa collaborated with the World Movement for Democracy to host the 12th Global Assembly. This esteemed gathering brought together domestic and international civil society activists, scholars, parliamentarians, thought leaders, journalists, and funders to advance democratic principles globally. Since its inception in 1999, the World Movement for Democracy has fostered networking, discussions, and workshops aimed at empowering democratic movements worldwide. The objective of the World Movement for Democracy is to actively empower the democracy movements to engage in cross-regional solidarity, as well as share knowledge, support, and strategies with one another. The Global Assembly attracted over 500 delegates from 100 countries, many of whom convened to share ideas and innovate for a more democratic world. Brand South Africa leveraged on this platform to demonstrate its commitment on promoting 30th anniversary of democracy, international cooperation, and responsible global citizenship.

Strategic Collaborations with Private Sector Stakeholders

Brand South Africa collaborated with over 20 private sector stakeholders during the reporting period, driving economic growth, youth development, and investment promotion. These partnerships, planned and tactical, advanced shared objectives in tourism, innovation, sustainability, and entrepreneurship. Below is an outline of a few key collaborations:

- **G20 YEA Summit – Collaboration with YESA**

Brand South Africa partnered with Young Entrepreneurs South Africa (YESA) at the G20 Young Entrepreneurs Alliance (YEA) Summit in Goiânia, Brazil. This collaboration positioned youth entrepreneurship as a global solution to unemployment and inequality. Through a well-executed torch handover ceremony and strategic messaging, Brand South Africa reinforced its leadership ahead of the country's G20 Presidency in 2025.



- **Tourism Investment Forum Africa (TIFA)**

As part of Brand South Africa's mandate to promote all pillars of the nation brand, the organisation supporting the hosting of the Tourism Investment Forum Africa (TIFA) 2024 within the margins of the World Travel Market Africa (WTM Africa) in Cape Town. TIFA aims to position and profile host locations and other participating African destinations as attractive investment and tourism destinations, contributing to their economic development and growth ambitions. By creating a platform for access to capital, networks, and exchange of insights, the Forum facilitates the development of start-ups and the growth of emerging and established businesses in the tourism and related sectors. The Forum connected 171 delegates from 50 African countries and profiled 66 tourism-related investment opportunities. Through this platform, Brand South Africa supported AfCFTA-aligned development and promoted Africa as a unified investment destination.

- **SAB Bilateral Engagements**

In an effort to enhance the country's image as an attractive investment and tourism destination, to Brand South Africa collaborated on engagements with South African Breweries and its mother company AB InBev. A notable activity involved an engagement with the regional CEO of South African Breweries (SAB), Mr. Cassiano de Stefano, who took a taxi ride with the Brand South Africa ACMO to experience daily South African commuting and discuss ongoing collaborations between SAB and Brand South Africa. The organisation worked with SAB to curate a programme for Mr. de Stefano which included bilateral meetings with other key stakeholders such as the CEOs of the Nelson Mandela Foundation, the Black Business Council, and the South African Chamber of Commerce. The engagement aimed to foster partnerships and provide a comprehensive view of South Africa's development and opportunities.



- **Atlanta Phambili Delegation – U.S. Roadshow**

Brand South Africa collaborated with private sector and public sector stakeholders in the hosting of the Atlanta Phambili Delegation, which was led by U.S. Ambassador Reuben Brigety and Atlanta Mayor Andre Dickens. The objective of the delegation was to enhance trade, investment, and cultural ties between the two nations. This initiative was a collaborative effort involving Standard Bank, the Department of Trade, Industry and Competition (dtic), the Nelson Mandela Foundation, and the Gauteng Growth and Development Agency (GGDA).



The roadshow, hosted in Johannesburg and Cape Town, focused on fostering strategic partnerships, with U.S. leaders celebrating South Africa's resilience and emphasising shared values. Subnational diplomacy between Atlanta and South African cities highlighted opportunities for mutual economic and cultural growth.

In Cape Town, the delegation engaged with key sectors, exploring infrastructure projects, creative industry initiatives, and business opportunities. Visits to notable establishments such as Veldskoen Shoes, Amazon's local headquarters, NV Film Studios, and The Wine Arc showcased South Africa's innovation and economic potential. These engagements demonstrated the country's capacity to attract global interest and foster sustainable development.

The Johannesburg segment included a trade seminar where South Africa was positioned as a gateway to African markets. Panel discussions underscored the strength of the nation's financial markets and its significant export potential. Brand South Africa played an integral role throughout the event, reinforcing the country's appeal as a premier investment destination.

A welcome reception hosted by Brand South Africa at the Nelson Mandela Foundation provided a platform to celebrate cultural diversity and foster meaningful connections. Additionally, site visits to Special Economic Zones (SEZs) and business incubators deepened the delegation's understanding of South Africa's economic opportunities and innovative approaches to development.

The Johannesburg investment events attracted over 120 delegates from government and business sectors, while the Cape Town leg welcomed 80 delegates. The welcome reception at the Nelson Mandela Foundation was attended by 150 participants, highlighting the delegation's strong engagement across both cities.

To maximise the roadshow's visibility and impact, its activities were extensively shared on the digital platforms of Standard Bank, Brand South Africa, WESGRO, GGDA, and the dtic, significantly amplifying its reach. The visit exemplified the potential for deepened collaboration between South Africa and the United States, laying a strong foundation for future partnerships.

Nation Brand Alignment and Training Initiatives

To support a consistent and compelling narrative about South Africa, Brand South Africa delivered a series of training workshops and masterclasses aimed at public and private sector communicators. These sessions focused on the 2023 Global Reputation Study and the fundamentals of nation branding. Over 200 stakeholders were reached through three key initiatives:

- Global Reputation Study Roadshow – Cape Town & Durban**
Held in partnership with Wesgro and South African Breweries, the Cape Town session attracted over 68 delegates, while Durban's session hosted more than 80 participants. Both engagements unpacked South Africa's global image, explored storytelling strategies, and created collaboration opportunities with provincial stakeholders aligned to the Nation Brand.
- Nation Brand Masterclass – Department of Trade, Industry and Competition**
Brand South Africa facilitated a Nation Brand Masterclass and research presentation at the dtic in Pretoria. The session addressed communication strategy benchmarking and shared detailed insights into the organisation's research methodology, reinforcing the use of data-driven messaging in international positioning.
- National Tourism Stakeholder Forum – Sandton**
At the National Tourism Stakeholder Forum, Brand South Africa led a Nation Brand Alignment workshop attended by 70 tourism stakeholders. The session built capacity across government communicators, investment agencies, airlines, and tour operators to ensure cohesive messaging in promoting South Africa's value proposition globally.

TACTICAL OPPORTUNITIES

Business Engagement in Paris EKhaya

Brand South Africa, in collaboration with the Department of Sports Arts and Culture (DSAC) and the South African Embassy in France, successfully hosted Business Engagements at Ekhaya in Paris on the sidelines of the Paris Olympics and Paralympics 2024, targeting South Africans living in France.

The panel discussion was themed “Amplifying Sport as Catalyst for Economic Inclusivity: the key was to Understand the Value Chain of the Business of Sport”. The emphasis was on how South Africans in the diaspora can amplify messaging and change perceptions of sports from being seen as a pastime or entertainment, to an economic sector with the potential to ensure economic participation of the marginalised and previously disadvantaged. Insights shared from a grassroots development perspective highlighted the critical role of educational institutions in supporting athlete development. Social and Cultural Benefits were shared by a leading expert in sport, development, and peace, who elaborated on the role of sports in promoting peace, unity, and social cohesion. Integration of technology in sports was another focal point, with the discussion primarily around how digital platforms and data analytics revolutionise sports management, enhance athlete performance, and provide new avenues for fan engagement. The potential for technology to drive economic growth within the sports sector was identified as a critical area for future development.

The panel discussion was followed by a fireside chat, themed “30 Years of Driving Social Cohesion Through Sports”, which highlighted how South Africa has used sports to bridge social divides and foster national pride, demonstrating sports’ power beyond the playing field, in reflecting on South Africa’s 30 years of freedom, and how sport has been a key driver of a patriotic and socially cohesive nation.

Old Mutual KZN Provincial Management Board Positive Futures Series

Brand South Africa participated in the KwaZulu-Natal Old Mutual Provincial Management Board Positive Futures Engagement Series (PFES). This was the first instalment of the series themed “Strategic Partnership towards Sustainable Socio-Economic Transformation,” reflecting our collective commitment to building a better future for generations to come.

These CEO-led provincial stakeholder engagements serve as unique platforms to address pertinent issues impacting our communities and environment.

The objective was to show Old Mutual’s commitment to being at the forefront of positive change. They aim to foster strategic partnerships that drive sustainable socio-economic transformation through these dialogues.

Brand South Africa leveraged this platform to position the organisation as a strategic partner for corporates as the country works towards achieving Socio-economic transformation. Through the panel participation, the organisation could promote the Play Your Part programme and the mandate amongst corporates.

The event, which was attended by about 60 delegates, also featured other strategic stakeholders, such as the office of the KZN Premier, SEFA, and Partners for Possibilities, who were able to influence the programme.

South Africa Focus Week in Singapore

Brand South Africa was invited to support South Africa’s High Commission in Singapore with the implementation of “**South Africa Focus Week**” during September. Through the collaboration, Brand South Africa contributed to positioning the country as a prominent and attractive destination for business and investment. Moreover, the partnership enabled Brand South Africa to access an existing network of Global South Africans (GSAs) in the market.

As part of the 30th anniversary celebrations of Freedom, the South African High Commission to Singapore hosted the 2nd edition of the South Africa Focus Week in Singapore (SAFWS) from September 24 to 28, 2024. Building on the success of the 1st edition, the SAFWS sought to forge new connections and explore business opportunities between South Africa and Singapore. The SAFWS concept aims to foster stronger ties between South African businesses and the Singaporean market while also facilitating cultural exchange between the two nations. By bringing together key stakeholders and thought leaders from both countries, the High Commission envision a collaborative environment where ideas are shared, partnerships are formed, and economic growth is stimulated. Engaging activities and insightful sessions were designed to maximise networking and knowledge-sharing opportunities.

The SAFWS consisted of several elements, commencing with a formal briefing of the visiting South African delegation by South Africa's High Commissioner Lobe. The delegation comprised Gauteng Province's Director-General, Gauteng Tourism Authority, and the Charlotte Maxeke Institute.

Attendees enjoyed South African wine, beer, and delicious food, which brought an authentic taste of home to the heart of Singapore. The event was a wonderful reminder of the strong connections between South Africa and Singapore, and the power of community to bring people together.

The National Day reception was a success, attracting 100 business and government stakeholders exposed to South Africa's history, culture, commercial products, and people, thus positively influencing their knowledge and perceptions of the country.

Brand South Africa established strategic contact with the South African Chamber of Commerce in Singapore. Through this relationship, future Nation Brand collaborations with the chamber can be developed in the market.

Furthermore, establishing contact with the "South Africans in Singapore" (SAiSG) organisers will assist Brand South Africa with organising future engagements with GSAs in the market.

Collaboration on strategy between the Government and Business on key country challenges

President Cyril Ramaphosa convened a pivotal meeting with senior business leaders and members of his cabinet to strengthen collaboration under South Africa's 7th democratic administration. Established over a year ago, this partnership aims to tackle critical challenges in energy, transport and logistics, crime, and corruption. Brand South Africa is crucial in this collaboration, co-chairing the Narrative and Communication Focal Area. This position allows Brand South Africa to drive a strategic communication agenda that supports the partnership's broader objectives by crafting and disseminating positive narratives about South Africa's reform efforts.

The joint initiative has focused on three significant areas: energy sector reform, transport and logistics, and crime and corruption. As co-chair of the Narrative and Communication Focal Area, Brand South Africa has contributed to shaping the national and international messaging around the government's reform agenda. The Focal Area's responsibilities include:

- **Developing strategic messaging** to communicate progress in energy reforms, crime reduction, and improvements in logistics.
- **Managing the partnership's communication strategy**, ensuring that both domestic and international stakeholders understand the positive impact of the government-business collaboration.
- **Reinforcing South Africa's reputation** as an attractive investment destination through public relations efforts and media engagements.
- **Promoting confidence** in South Africa's institutional capacity by highlighting success stories, such as the reduction in loadshedding and establishing a Forensic Analysis Centre to tackle corruption.

The collaboration between government and business has made meaningful strides in addressing some of the country's most pressing challenges. While there is still much work to be done, the framework for success is in place. Brand South Africa will continue to play a critical role in driving a positive narrative that supports sustained economic growth, enhanced governance, and social cohesion.

PROGRAMME 1: ADMINISTRATION TABLE

Outcome	Output	Output Indicators	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Targets to Actual Achievement	Reasons for Deviations
1. Improved Reputation of Brand South Africa as an entity	1.1. Unqualified audit opinion outcome obtained	1.1.1. Unqualified audit outcome	An unqualified audit outcome, with no other matters	An unqualified audit outcome	An unqualified audit outcome	Target met: An unqualified audit outcome	No deviation	No deviation
	1.2. Payments made to suppliers within 30 days	1.2.1. Percentage of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	100% of valid payments made to suppliers within 30 days from the date of receipt of an invoice	100% payments made to valid supplier invoices within 30 days from the date of receipt of an invoice	100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	Target met: 100% of payments made on valid supplier invoices within 30 days from the date of receipt of an invoice	No deviation	No deviation
	1.3. B-BBEE scorecard rating	1.3.1. B-BBEE scorecard rating level	The B-BBEE rating level for the period under review is non-compliant	The B-BBEE scorecard rating is non-compliant.	Level 6 B-BBEE score card rating level	Target not met: Level 7 B-BBEE score card rating level	Reasons for deviation: Lack of adequately substantiated enterprise and skills development initiatives. Action Plan: Refine the B-BBEE Strategy to address indicators where Brand SA scored poorly	Reasons for deviation: Lack of adequately substantiated enterprise and skills development initiatives. Action Plan: Refine the B-BBEE Strategy to address indicators where Brand SA scored poorly
	1.4. Vacancy rate	1.4.1. Vacancy rate of no more than 10% against the approved organisational structure maintained	26% vacancy rate	The vacancy rate for the period under review is at 29.82%	Vacancy rate of no more than 10% against the approved organisational structure maintained	Target not met: The vacancy rate for the period under review is at 28.1%.	18.1%	Reasons for deviation: The appointment of Executive positions was placed on hold until the appointment of the CEO, as well as the misalignment in terms of the Remuneration Policy and the DOA Action Plan: Recruitment plan in place and implemented following the appointment of the CEO
	1.5. Organisational performance	1.5.1. Overall percentage rating on organisational performance	93% overall organisational performance rating	91% overall organisational performance rating	90% overall organisational performance rating	Target not met. 82% overall organisational performance rating	8% overall organisational performance rating	Reasons for Deviation: The non achievement of the of the following targets: - Level 6 B-BBEE score card rating level - Vacancy rate of no more than 10% against the approved organisational structure maintained,
	1.6. IT security and systems availability	1.6.1. availability of all IT systems	98% availability of all IT systems	4x reports on IT security and systems availability	98% availability of all IT systems	Target met: (exceeded) 99% availability of all IT systems	1% availability of all IT systems	Reasons for deviation: Increased network stability during the period under review
	1.7. Brand South Africa Corporate Brand	1.7.1. Disposition towards Brand South Africa as an entity study score	New Indicator	New Indicator	Improvement in disposition towards Brand South Africa as an entity study score from baseline in 2023/24	Target met: Stakeholder Survey conducted	No deviation	No deviation

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT

Outcome	Output	Output Indicators	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Targets to Actual Achievement	Reasons for Deviations
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.1. Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	2.1.1. Number of marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	10x marketing campaigns aimed at positioning SA as a preferred destination to domestic and international audiences	12x marketing campaigns aimed at positioning South Africa as a preferred destination flighted internationally, regionally, and domestically	4x Marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	Target met: (exceeded) 7x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	3x marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences	Reasons for Deviation: The organisation participated in the conference to share the case study on Play Your Part and South Africa's Nation Brand leveraged on opportunities to position the SA Arts & Culture sector in line with the Global Reputation Study Recommendations. The L Boards opportunity in support of the G20, which was an added value, as a result of the collaboration with PYP of South Africa's Presidency of G20 Tactical Activities: 1x tactical activity leveraged on for the period under review.
	2.2. Nation Brand promotion activities implemented at global strategic platforms	2.2.1. Number of Nation Brand promotion activities implemented at global strategic platforms per year	16x integrated reputation & communication activities implemented for strategic platforms domestically and internationally	17x global strategic platforms leveraged to position South Africa	9x Nation Brand promotion activities implemented at global strategic platforms per year	Target met. (exceeded) 12x Nation Brand promotion activities implemented at global strategic platforms per year	3x Nation Brand promotion activities implemented at global strategic platforms per year	Reasons for Deviation: The organisation leveraged on opportunities to position the SA Arts & Culture sector in line with the Global Reputation Study Recommendations as well as strengthening partnerships with stakeholders in the US & UK during the JSE SA Tomorrow Conference. Tactical Activities: 2x tactical activity leveraged on for the period under review.
	2.3. State of the Nation Brand Insights developed and disseminated	2.3.1. Number of State of the Nation Brand insights developed and disseminated	20x Nation brand performance monitoring analysis pieces and South African global reputation study reports produced	19x reports that track South Africa's global reputation and brand familiarity	19x State of the Nation Brand insights developed and disseminated	Target met: 19x State of the Nation Brand insights developed and disseminated	No deviation	No deviation
	2.4. Communication interventions	2.4.1. Number of registers of communication interventions produced as part of the implementation of the Reputation Management Strategy internationally, regionally, and domestically	New indicator	4x registers of communication interventions produced as part of the implementation of the reputation management strategy internationally, regionally, and domestically	4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	Target met: 4x registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically	No deviation	No deviation

PROGRAMME 2: BRAND, MARKETING AND REPUTATION MANAGEMENT (CONTINUED)

Outcome	Output	Output Indicators	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Targets to Actual Achievement	Reasons for Deviations
2. Increased attractiveness and thereby competitiveness of the Nation Brand	2.4. Communication interventions	2.4.2 Number of media engagements aimed at management of relations with international and domestic media	New Indicator	Target met: 8x media engagements aimed at management of relations with international and domestic media	4x media engagements aimed at management of relations with international and domestic media	Target met: (exceeded) 5x media engagements aimed at management of relations with international and domestic media	1x media engagements aimed at management of relations with international and domestic media	Reasons for Deviation: The organisation leveraged on a media engagement that provided the organisation with an opportunity to explore the role of community media.
		2.4.3 Number of assessments on the efficacy of the BSA Digital Programme	New indicator	New indicator	4x assessments on the efficacy of the BSA Digital Programme	Target met: 4x assessments on the efficacy of the BSA Digital Programme	No deviation	No deviation
3. Increased Nation Brand advocacy and active citizenship	3.1. Promote active citizenry and social cohesion through the Play Your Part Programme	3.1.1. Number of activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	25x activities that promote active citizenry and advocacy through the Play Your Part Programme	26x activities that promote active citizenry and advocacy through the Play Your Part Programme	31x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	Target met: (exceeded) 32x activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	1x activity that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)	Reasons for Deviation: The organisation leveraged on a Play Your Part advocacy campaign
	3.2. Constitutional awareness activities aimed at promoting constitutional values and social cohesion	3.2.1. Number of activities aimed at promoting constitutional values and social cohesion (constitutional awareness)	14x constitutional awareness campaigns and activations aimed at promoting constitutional values	15x constitutional awareness activities aimed at promoting constitutional values and social cohesion	10x activities aimed at promoting constitutional values and social cohesion (constitutional awareness)	Target met: (exceeded) 12x activities aimed at promoting constitutional values and social cohesion (constitutional awareness)	2x activities aimed at promoting constitutional values and social cohesion (constitutional awareness)	Reasons for Deviation: The organisation leveraged on activities aimed at promoting constitutional values and social cohesion
	3.3. Implementation of Global South Africans (GSA) activities	3.3.1. Number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	17x GSA activities that promote Nation Brand advocacy to South Africans living abroad implemented in key markets	20x GSA activities aimed at promoting active citizenry and advocacy to South Africans living abroad implemented in key markets	16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	Target met: 16x activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)	No deviation	No deviation Tactical Activities: 1x tactical activities leveraged on for the period under review.

PROGRAMME 3: STAKEHOLDERS RELATIONSHIPS

Outcome	Output	Output Indicators	Audited Actual Performance 2022/2023	Audited Actual Performance 2023/2024	Planned Annual Target 2024/2025	Actual Achievement 2024/2025	Deviation from Planned Targets to Actual Achievement	Reasons for Deviations
4. Aligned Nation Brand execution and experience domestically and internationally	4.1. Coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	4.1.1. Number of coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	21x coordinated activities implemented domestically and internationally.	66x Coordinated activities implemented with relevant stakeholders aimed at promoting an aligned Nation Brand execution and experience internationally and domestically.	51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	Target met: 51x coordinated activities with relevant stakeholders aimed at building the Nation Brand reputation and addressing Nation Brand disablers	No deviation	No deviation Tactical Activities: 9x tactical activities leveraged on for the period under review.

LINKING PERFORMANCE WITH BUDGETS

PROGRAMME/ ACTIVITY/ OBJECTIVE	2024/2025			2023/2024		
	BUDGET	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	BUDGET	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
Brand Marketing, Reputation Management and Stakeholder Relations	111 685	123 738	-12 053	119 481	130 578	-11 097
Administration	97 520	83 685	13 835	107 811	88 402	19 409
Total	209 205	207 423	1 782	227 292	218 980	8 312

REVENUE COLLECTION

SOURCES OF REVENUE	2024/2025			2023/2024		
	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION	ESTIMATE	ACTUAL AMOUNT COLLECTED	(OVER)/ UNDER COLLECTION
	R'000	R'000	R'000	R'000	R'000	R'000
Grants and subsidies	186 716	186 716	0	219 526	214 392	5 134
Finance income	1 098	2 903	-1 805	0	3 855	-3 855
Other Income	4 500	10 797	-6 297	0	3 155	-3 155
Total	192 314	200 416	-8 102	2149 526	221 401	-1 876

CAPITAL INVESTMENT

INFRASTRUCTURE PROJECTS	2024/2025			2023/2024		
	BUDGET	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE	BUDGET	ACTUAL EXPENDITURE	(OVER)/ UNDER EXPENDITURE
	R'000	R'000	R'000	R'000	R'000	R'000
CAPITAL EXPENDITURE ON ASSETS	3 845	3 857	-12	3 326	476	2 850
Total	3 845	3 857	-12	3 326	476	2 850

PART

C

**CORPORATE
GOVERNANCE**



Corporate governance entails the processes and systems by which public entities are directed, controlled, and held to account. In addition to requirements based on a public entity's enabling legislation and the Companies Act, corporate governance is applied through the precepts of the Public Finance Management Act (PFMA) and in tandem with the principles contained in the King Report on Corporate Governance for South Africa, 2016. Parliament, the executive authority, the Board of the public entity and its executive management are all enjoined to ensure good corporate governance.

THE ACCOUNTING AUTHORITY

BOARD OF TRUSTEES

The Board of Trustees is appointed by the President of the Republic of South Africa for a three-year term and meets at least four times a year. The non-executive trustees are remunerated for the performance of their duties. The CEO is an *ex officio* executive trustee in terms of the trust deed.

Board Charter

The Board charter is reviewed annually to, among other things, clearly define:

- The segregation of the roles, functions, responsibilities and powers of the Board, the executive authority, individual trustees, board committees and management.
- Matters reserved for final decision-making or approval by the Board.
- The practices and procedures of the Board on matters relating to corporate governance, declarations of conflicts of interest, board meeting documentation and procedures, as well as the induction, training, and evaluation of trustees

Composition of the Board

The trust deed states that the Board should comprise no less than 11 trustees and no more than 15. The office of the Chairperson and the CEO are separate, and there is a clear division of responsibilities between these roles.

During the period under review, the Board consisted of 11 trustees. Ms Ipeleng Selele served as chairperson and was primarily responsible for the board's strategic leadership.

The CEO is supported by an Executive Committee (ExCo) consisting of the executive management team. ExCo implements the decisions of the Board in pursuit of the organisation's mandate and objectives.

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE)	DATE APPOINTED	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIPS (LIST THE ENTITIES)	OTHER COMMITTEES OR TASK TEAMS (E.G: AUDIT COMMITTEE / MINISTERIAL TASK TEAM)
Board Chairperson Ms Ipeleng Selele	20/03/2024	N/A	<ul style="list-style-type: none"> • MSC in International Strategy • African Leadership Executive Course • Port Training Executive 	<ul style="list-style-type: none"> • Energy • Foreign Market Entry Strategy Consultancy • Digital Technology • Rail Transport • SMMEs and Maritime Transport/ports Infrastructure • Oil and Gas • LPG • NG and LNG Distribution • Energy Infrastructure • Autoga • Rail Transport and Engineering • Shipping Strategic Consulting Services • Maritime Ports Training and AI-Innovation and Digitalisation 	Telkom	<ul style="list-style-type: none"> • Vice President – Africa-Southeast Asia Chamber of Commerce in Singapore • Vice President of African Women in Maritime

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE)	DATE APPOINTED	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIPS (LIST THE ENTITIES)	OTHER COMMITTEES OR TASK TEAMS (E.G: AUDIT COMMITTEE / MINISTERIAL TASK TEAM)
Deputy Chairperson Ms Zamantungwa Mkosi	20/03/2024	N/A	<ul style="list-style-type: none"> • Master of Philosophy in International Business • Higher Diploma in Corporate Law • Bachelor of Law Post Graduate Degree (LLB) • Bachelor of Arts Degree 	<ul style="list-style-type: none"> • Legal and Corporate Governance • Media and Broadcasting Industry • Arts and Culture • Business Development • Creative Industry Global Value Chains • Policy and Regulation International Treaty Negotiations 	<ul style="list-style-type: none"> • Mkosi Group Investment Holdings • Film and Publication Board • HDI Global Insurance Company • Inanda Seminary High School 	<ul style="list-style-type: none"> • Group CEO • Board Chairperson of various boards • Independent Non-Executive Director • Member of REMCO, Social & Ethic • Member of Audit Committee • Member Board of Governors
Trustee Ms Rachel Kalidass	20/03/2024	N/A	<ul style="list-style-type: none"> • Chartered Accountant • Bachelor of Commerce Honours • Certificate in the Theory of Accountancy • Bachelor of Accounting Sciences (BCompt) • Executive Leadership Programme • Corporate Governance Certificate Programme • Board Leadership Core Programme 	<ul style="list-style-type: none"> • Internal and External Auditing • Financial Management • Business Process Review • Corporate Governance • Risk Management Forensic Investigations 	<ul style="list-style-type: none"> • R Kalidass and Associates • Botshilo Private 	<ul style="list-style-type: none"> • MD • Board Chairperson • Independent Non-Executive Director • Member in various Boards • Audit Committee Independent Chairperson and Member
MARCO Chairperson Mr Jerry Mpufane	20/03/2024	N/A	<ul style="list-style-type: none"> • PR Practice Certificate • PR Management Certificate • Accredited PR Professional • Marketing Management Programme Diploma • Institute for Real Growth IRG100 Programme 	<ul style="list-style-type: none"> • Marketing Strategy • Destination Marketing • Nation Brand Strategy • PR & Communications • Advertising & Go-to-market Strategies 	<ul style="list-style-type: none"> • The Moreti Partnership • TBWA Group South Africa 	<ul style="list-style-type: none"> • Non-Executive Director • Net Good Summit Member • Stanford Graduate School Consultant • GLG Council Consultant
HCRSEC Chairperson Prof Hlengani Mathebula	20/03/2024	N/A	<ul style="list-style-type: none"> • PhD, Master of Management in Entrepreneurship • New Venture Capital Creation • Certified Executive Coach 	<ul style="list-style-type: none"> • Business Leader 	<ul style="list-style-type: none"> • Ignite Africa Advisory Group • MDDA • Shoprite Holdings • TSB • HPCSA 	<ul style="list-style-type: none"> • Senate Member • Advisory Board Member • Chairman • Full Professor • Fellow of the Centre for Leadership and Public Value • Independent Non-Executive Director
Trustee Ms Loretta Jacobus	20/03/2024	N/A	<ul style="list-style-type: none"> • Social Worker • Educator • Advice Centre Co-ordinator 	<ul style="list-style-type: none"> • Experienced Activist • Political Office Bearer and Public Representative • Social Services • Education and Training • Community Development and Organising • Social Development • Corrections and Rehabilitation • Oversight and Transformation of the Public Service 	N/A	N/A

DESIGNATION (IN TERMS OF THE PUBLIC ENTITY BOARD STRUCTURE)	DATE APPOINTED	DATE RESIGNED	QUALIFICATIONS	AREA OF EXPERTISE	BOARD DIRECTORSHIPS (LIST THE ENTITIES)	OTHER COMMITTEES OR TASK TEAMS (E.G: AUDIT COMMITTEE / MINISTERIAL TASK TEAM)
Trustee Ms Emy Casaletti-Bwalya	20/03/2024	N/A	<ul style="list-style-type: none"> Chartered Marketer CM (SA) Diploma in Brand Management Diploma in PR and Communications Institute of Directors IOD 	<ul style="list-style-type: none"> Business, Leadership Marketing Communications Strategy Revenue Generation 	<ul style="list-style-type: none"> Women & Men Against Child Abuse Optimize Agency Kgothatso Montjane Development Academy 	<ul style="list-style-type: none"> Nelson Mandela Foundation - Fund Raising and Donor Relations Chief Executive Officer Director Marketing & Communications – FIFA Beach Soccer World Cup Seychelles 2025
ICT Governance & ESG Chairperson Mr Lumko Mtimde	20/03/2024	N/A	<ul style="list-style-type: none"> Post Graduate Diploma in Telecommunications and Information Policy BSc (Biochemistry and Physiology) 	<ul style="list-style-type: none"> Corporate governance Leadership Executive management Public sector Information and Communications Technology (ICT) ICT governance Media and Broadcasting Strategy Business Development Communications 	<ul style="list-style-type: none"> Ekurhuleni Housing Company Cape Peninsula University of Technology Eastern Cape Provincial Arts & Culture Council 	<ul style="list-style-type: none"> Non-Executive Director Institute of Directors Fellow Member Chairperson (EHC Board) Audit & Risk Committee member (ECPACC, BSA) Finance Committee (CPUT) Technology Governance Committee (CPUT)
Trustee Ms Dzaweze Ratshikuni	20/03/2024	N/A	<ul style="list-style-type: none"> Bachelor of Laws (LLB) Programme of Executive Leadership Municipal Development Programme (ELMDP) BCom (Business Information Systems) National Diploma Public Administration 	<ul style="list-style-type: none"> Local Economic Development Planning Public Administration Advocacy for vulnerable groups Compliance with Laws and Regulations Agricultural and Renewable Energy Initiatives 	<ul style="list-style-type: none"> Tshakuma Development Trust Medilac Group Kgara Group Southern Africa Institute for Artisans (SAIFA) Makhado Municipality Planning Tribunal 	<ul style="list-style-type: none"> Trustee
Trustee Adv Cawekazi Mahlati	20/03/2024	N/A	<ul style="list-style-type: none"> Bachelor of Laws LLB Masters MA International Law and Diplomacy Admitted to The Supreme Court of South Africa (Witwatersrand local division) as an Advocate 	<ul style="list-style-type: none"> Corporate Business Leadership United Nations Panel of Experts in Tourism International Law & Diplomacy 	<ul style="list-style-type: none"> CMI 	<ul style="list-style-type: none"> Executive Director
ARCO Chairperson Mr Bohani Shibambu	20/03/2024	N/A	<ul style="list-style-type: none"> Bachelor of Arts Higher Education Diploma MSc Development Planning Post-Graduate Diploma in Strategic Marketing 	<ul style="list-style-type: none"> Business Analysis Policy Analysis and Formulation Strategy Development Human Resources and Talent Management Budgeting and Financial Management Corporate Governance Property Development Construction Consulting 	<ul style="list-style-type: none"> Oshakati Properties Local Government Consulting Collins Chabane Foundation Musina Makhado Special Economic Zone (MMSEZ) 	<ul style="list-style-type: none"> Managing Director Local Government Consultant Trustee Director Chairperson



From left to right back row:

1. Mr Jerry Mpufane
2. Prof Hlengani Mathebula
3. Ms Loretta Jacobus
4. Mr Neville Matjie - CEO
5. Mr Bohani Shibambu
6. Mr Lumko Mtimde

From left to right front row:

1. Ms Emy Casaletti - Bwalya
2. Ms Zamantungwa Mkosi
3. Ms Ipeleng Selele
4. Adv. Cavekazi Mahlatai
5. Ms Dzaweke Ratshikuni



Ms Ipeleng Selele
Chairperson of the Board of Trustees



Ms Zamantungwa Mkosi
Board Deputy Chairperson



Adv Cawekazi Mahlati



Ms Dzawele Ratshikuni



Mr Bohani Shibambu



Mr Lumko Mtimde



Ms Emy Casaletti - Bwalya



Ms Loretta Jacobus



Ms Rachel Kalidass



Prof Hlengani Mathebula



Mr Jerry Mpufane

BOARD MEETINGS

Board meetings were held as planned with the following members in attendance as shown in the table below.

MEMBERS			MEETING DATES						
NAME	SURNAME	TITLE	25/04/2024	25/07/2024	31/07/2024	02/09/2024	26/09/2024	24/10/2024	24/02/2025
Ipeleng	Selele	Ms	✓	✓	✗	✓	✓	✓	✓
Zamantungwa	Mkosi	Ms	✓	✓	✓	✓	✓	✓	✓
Rachel	Kalidass	Ms	✓	✓	✓	✗	✓	✓	✓
Jerry	Mpufane	Mr	✓	✓	✓	✓	✓	✓	✓
Hlengani	Mathebula	Prof	✓	✓	✗	✓	✓	✓	✓
Lumko	Mtimde	Mr	✓	✓	✓	✓	✓	✓	✓
Bohani	Shibambu	Mr	✓	✓	✓	✓	✗	✓	✓
Loretta	Jacobus	Ms	✓	✓	✓	✓	✓	✓	✓
Dzaweze	Ratshikuni	Ms	✓	✓	✓	✓	✗	✓	✓
Cawekazi	Mahlati	Adv	✓	✓	✓	✓	✓	✓	✓
Emy	Casaletti-Bwalya	Ms	✓	✓	✓	✗	✓	✓	✓

BOARD COMMITTEES

The Board is unitary and set up the following committees at the special meeting held on 22 March 2024 to facilitate the fulfilment of its fiduciary duties and stewardship:

- Human Capital, Remuneration, Social & Ethics Committee (HCRSEC)
- Audit and Risk Committee (ARCO)
- Marketing Committee (MARCO)

Due to a need and a gap identified by the Board in the space of Information, Communication and Technology (ICT), and Governance, Environmental, Social and Climate Change (ESG) (ICT Governance and ESG) the Board proposed the establishment of a new committee to deal with Information, Communication, Technology, and Governance (ICT Governance). This Committee would be tasked with dealing with issues related to ICT Governance and climate change.

Members of the Board committees are all Board members. ARCO did not have a full complement since its inception, as it lacked the two non-trustee members that is required according to the committee's terms of reference in order to enhance its independence. Executive management only attends by invitation. All committees or committee members are empowered to obtain external and independent professional advice whenever they consider it necessary to carry out their duties. All appointed committee chairs were non-executive trustees.

HUMAN CAPITAL, REMUNERATION AND SOCIAL & ETHICS COMMITTEE (HCRSEC)

The responsibilities of HCRSEC include making recommendations to the board on:

- All policy matters that affect the employer-employee relationship.
- All policy matters dealing with recruitment, selection, appointment, and remuneration of executives.
- All policy matters relating to social matters and ethics, as contemplated in the Companies Act, Act No. 71 of 2008.
- Human resource strategies and the organisational structure.

The HCRSEC attendance schedule for 2024/25 is set out in the table below.

MEMBERS			MEETING DATES					
NAME	SURNAME	TITLE	11/04/2024	29/04/2024	13/05/2024	09/07/2024	08/10/2024	11/02/2025
Hlengani	Mathebula	Prof	✓	✓	✓	✓	✓	✓
Loretta	Jacobus	Ms	✓	✓	✓	✓	✓	✓
Bohani	Shibambu	Mr	✓	✓	✓	✓	✓	✓
Dzaweze	Ratshikuni	Ms	✓	✓	✓	✓	✓	✓
Emy	Casaletti-Bwalya	Ms	✓	✗	✓	✓	✗	✓

MARKETING COMMITTEE (MARCO)

MARCO advances the mandate of Brand South Africa by overseeing the development and implementation of effective marketing and communications strategies by:

- Reviewing the marketing policy and protocols and recommending the same to the Board for approval.
- Offering expert advice and feedback on Brand South Africa's marketing and communications activities and resources.
- Identifying areas of marketing and communications weakness and recommending remedial actions.
- Acting as a resource to advise management on serious communications issues.
- Reviewing and recommending corporate profile policies and issues relating to Brand South Africa's branding.

The MARCO attendance schedule for 2024/25 is set out in the table below.

MEMBERS			MEETING DATES			
NAME	SURNAME	TITLE	16/04/2024	16/07/2024	15/10/2024	18/02/2025
Jerry	Mpufane	Mr	✓	✓	✓	✓
Bohani	Shibambu	Mr	✓	✓	✓	✓
Emy	Casaletti-Bwalya	Ms	✓	✓	✓	✓
Hlengani	Mathebula	Prof	✓	✓	✗	✓
Loretta	Jacobus	Ms	✓	✓	✓	✓
Cawekazi	Mahlati	Adv	✓	✓	✓	✓
Lumko	Mtimde	Mr	✓	✗	✓	✓
Dzaweze	Ratshikuni	Ms	Not a member	Not a member	✓	✓

AUDIT AND RISK COMMITTEE (ARCO)

ARCO is *inter alia* responsible for:

- Ensuring the integrity, reliability, and accuracy of accounting and financial reporting systems.
- Evaluating the adequacy and effectiveness of internal audit and risk management.
- Maintaining transparent and appropriate relationships with external auditors.
- Reviewing the scope, quality and cost of the statutory audit and the independence and objectivity of the auditors.
- Ensuring compliance with applicable legislation and the requirements of regulatory authorities, especially those set out in the PFMA.

THE ARCO ATTENDANCE SCHEDULE FOR 2024/25 IS SET OUT IN THE TABLE BELOW.

MEMBERS			MEETING DATES									
NAME	SURNAME	TITLE	18/04/2024	21/05/2024	18/07/2024	30/07/2024	30/08/2024	17/10/2024	22/10/2024	20/12/2024	29/01/2025	14/02/2025
Rachel	Kalidass	Ms	✓	✓	✓	✓	✓	✓	✓	✗	✓	✓
Cawekazi	Mahlati	Prof	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Dzaweze	Ratshikuni	Ms	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Lumko	Mtimde	Mr	✓	✓	✗	✓	✓	✓	✓	✓	✓	✓
Bohani	Shibambu	Mr	Not a member	Not a member	Not a member	Not a member	Not a member	✓	✓	✓	✓	✓

EXECUTIVE COMMITTEE MEMBERS

**1. Acting Chief Executive Officer : Ms Sithembile Ntombela**

01 April 2024 to 21 December 2024

A consummate marketing and communications-led executive with extensive experience of over 25 years in consumer marketing and nation branding in the private and public sectors. With 5 years of experience at an executive level and over 15 years in senior management.

A Chartered Marketer (CM-SA) with the Marketing Association of South Africa (MASA) and a member of the Black Management Forum. She is also an Advisory board member of the CMO Council (Sub-Saharan Africa) and City Nation Place (UK based).

Qualifications

- Academic qualification
- NDip in Marketing
- Post grad Diploma in Marketing
- BPhil Honours in Marketing Management
- Masters of Commerce degree

**2. Chief Executive Officer (CEO): Neville Matjie**

13 January 2025 to date

As the Chief Executive Officer of Brand South Africa, Mr Matjie is responsible for protecting and marketing the South African brand. He is committed to revitalising the country's image, driving stakeholder engagement, and positioning South Africa as a globally competitive and reputable nation brand.

Qualifications

- BA Comm from University of North-West.
- Post Graduate Diploma in Business Management at the University of KwaZulu-Natal
- Master of Science degree in Investment Promotion and Local Economic Development from Edinburgh Napier University, Scotland.

**3. Mr Zolile Zibi: Acting Chief Financial Officer**

* From 01 April 2024 to 31 August 2024.*

Mr Zibi runs the organisational 'checks and balances' with precision and accuracy. He is responsible for financial, operational and supply chain management that ensures effective control of funding, budgeting, and maintaining an elevated level of reporting standards.

**4. Mr Vumani Sibiyi: Acting Chief Financial Officer**

From 01 September 2024 – to date

Mr Sibiyi is finance professional with over 17 years in both auditing and finance disciplines in the public sector. He is responsible for managing the organisation's financial operations, including financial planning, reporting, risk management and supply chain management

Qualifications

- CA(SA)
- Honours Bachelor of Accounting Science
- Bachelor of Commerce – Accounting, Managerial Accounting and Finance



5. Ms. Mpumi Mabuza Acting Chief Marketing Officer

01 April 2024 to 30 September 2024

Ms. Mabuza also holds the position of General Manager: Stakeholder Relations and is responsible for the establishment and management of the organisations' strategic partnerships with Government, Business and Civil Society Stakeholders.

Before joining Brand South Africa, Mpumi was employed as the Country Manager at the Swedish Trade Council in Johannesburg and was responsible for the full management of the organisation's South African operations. Mpumi has also worked at the South African Revenue Services Business Intelligence Unit. Mpumi has extensive experience in Stakeholder Management, International Business Development, Management Consulting, Programme Management, Strategy Development and Project Management.



6. Adv Sifiso S. Nyoni Director: Governance, Legal and Board Secretariat

01 April 2024 to 30 September 2024

Sifiso was responsible for corporate governance and legal matters in the organisation. He also served as the Board Secretary. He has amassed a lot of experience in the corporate world and has spent more than two decades in the Boardroom. His responsibilities entailed ensuring compliance with contemporary best corporate governance practices, and he has a passion for this.

His special interests are in corporate governance and compliance management, corporate law, integrated reporting, corporate strategy, insolvency, business rescue and turnaround management.

Qualifications

Sifiso holds the following qualifications among others: LLM degree (UP), LLB degree (UNISA), Certificate in Compliance Management (UJ), Certificate in Board Governance (UJ), Certificate in Advanced Corporate and Securities Law (UNISA), Insolvency Law and Practice (UP/SARIPA), a MSc degree in Marketing and Product Management (Cranfield University, UK), and a BSc degree in Agricultural Education degree (UNISWA). In the year 2000 he passed his Chartered Marketer (CM(SA)) Board Exams at the Institute of Marketing Management. He has further participated in a Top Management Programme at the National University of Singapore (Business School). He is also an Insolvency Practitioner and holds a Business Rescue Decision-Making certificate (UP) as well as a Certified Rescue Analyst certificate (UP/TMA).

Sifiso is Fellow of the Institute of Directors in South Africa (IoDSA), and a member of the South African Restructuring and Insolvency Practitioners Association (SARIPA) and INSOL International, which is an International Association of Restructuring, Insolvency & Bankruptcy Professionals. He also sat on the then Council of the South African Advertising Research Foundation as a representative of the Marketing Association of South Africa.



7. Ms Lwandile Gumbi: Acting Director: Corporate Services

01 April 2024 to 30 September 2024

Ms. Gumbi is a multi-faceted and dynamic leader who is responsible for the seamless and efficient running of the Corporate Services (CS) Department at Brand South Africa. Under her guidance, the organisation continually achieves strategic and performance milestones that advance the development and growth of the organisation.

Qualifications

- BTech in human resources management (Durban University of Technology)
- Programme in advanced labour law (University of Pretoria)
- Certificate in management development (Milpark)
- Strategic human resources management (University of Cape Town)
- Currently enrolled for a post graduate diploma in labour law (University of Johannesburg)
- Member of the South African Reward Association (SARA)
- Member of the South African Board for People Practices (SABPP)

REMUNERATION OF BOARD MEMBERS

Board remuneration during the year under review has been disclosed in the annual financial statements of the organisation in line with good corporate governance practice.

The remuneration of Board and committee members in respect of Brand South Africa is regulated by, *inter alia*, the Board Remuneration Policy which is aligned with the National Treasury Circular on the Remuneration of Non-official members, Commissions and Committees of Inquiry, and Audit Committees, which ought to be released in April every year. Other expenses, such as travel, are reimbursed by the entity except in circumstances where the entity itself covered the costs.

RISK MANAGEMENT

Risks relating to the business of Brand South Africa are managed in accordance with the PFMA, as amended, as well as recommended good corporate governance practice. The Risk Management Strategy and Risk Materiality Framework help to ensure that all risks are kept at a manageable level.

Brand South Africa conducts regular risk assessments to determine the effectiveness of its risk strategy and to identify new and emerging risks.

ARCO advises management on the overall system of risk management, especially the mitigation of unacceptable levels of risk. The committee provides oversight with regard to financial management, internal controls, risk management and the accuracy of financial reporting.

INTERNAL AUDIT AND AUDIT COMMITTEES

The internal audit function provides an independent and objective evaluation of the systems of control and brings any significant risks to management's attention.

Key internal audit functions:

- Assess the adequacy and effectiveness of the internal control environment and recommend potential improvements.
- Develop a rolling three-year strategic internal audit plan in line with the strategic risk assessments.
- Prepare internal audit plans using risk-based methodology, incorporating any risks or control concerns identified by management, and submit the plan to the Audit and Risk Management Committee for approval.
- Execute the approved annual internal audit plan and any special projects/tasks requested by the management and/or ARCO.

COMPLIANCE WITH LAWS AND REGULATIONS

The Board was regularly apprised of all laws relevant to and affecting the organisation. A legislative compliance checklist was closely monitored and shared with ARCO on a quarterly basis.

Compliance reports on the Protection of Personal Information Act (POPIA) were regularly presented to ARCO and the Board. The Legal Unit provided guidance and support to management and staff as and when required to enable the organisation to remain fully compliant. At an operational level, each department has a POPIA information officer on the in-house POPIA committee.

FRAUD AND CORRUPTION

Brand South Africa's policy on whistleblowing encourages employees to report any acts of fraud, dishonesty, or other form of unethical behaviour in accordance with the Protected Disclosures Act, No.26 of 2000 and the Companies Act No.71 of 2008. A 24-hour independent reporting hotline is in place and employees are constantly reminded of its existence. Employees are also assured that they will not suffer any form of victimisation or reprisal due to having reported any matter in good faith. As a standing agenda item, HCRSEC receives quarterly updates on using the hotline. All reports received are investigated and may culminate in disciplinary action and possible dismissal, depending on the nature of the transgression. A fraud prevention policy is also in place.

The Fraud Prevention Plan

The plan was developed within the context of the Risk Management Framework with the aim of reducing fraud to an absolute minimum and implementing policies and procedures to maintain the risk of fraud within tolerable levels, preferably zero, at all times.

Various measures have been implemented to prevent fraud. These include authorisation, custody of assets, detection controls, physical supervision, management information, segregation of duties, physical security, and information security.

The fraud prevention plan includes the response mechanisms for reporting, investigating, and resolving incidents of fraud impacting Brand South Africa.

MINIMISING CONFLICT OF INTEREST

Brand South Africa has a conflict-of-interest policy that governs the management of conflicts of interest both at Board and executive management levels. In terms of the policy, declarations of interests are made in writing annually and as and when the need arises. In addition, and as a standing agenda item, at the start of each Board or Board committee meeting, a declaration of conflicts of interest is made. A standard operating procedure that sets out the procedure to be followed when a conflict of interest has been declared is also in place.

Brand South Africa employees in supply chain management must disclose any conflict of interest before each bid evaluation and other meetings. Any conflicted parties are recused from the process.

Bidders and service providers registered with Brand South Africa are required to complete declaration of interest forms. Supply chain management practitioners and management submit their financial disclosure forms annually, as the Public Service Commission requires.

BOARD CODE OF CONDUCT

The organisation has a code of conduct for Board members that sets the standard of conduct expected of them. Furthermore, the code deals with dissent and the management of conflicts of interests.

The code of conduct is aligned to the recommendations of the King IV Report for Corporate Governance in South Africa (2016), especially Principle 1 which enjoins the governing body to lead ethically and effectively. King IV recommends the development of a code of conduct for Board members as a practice aimed at realising ethical and effective leadership.

Any breach of the code of conduct is regarded as misconduct and dealt with in accordance with the provisions of the organisation's trust deed.

HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

According to the Occupational Health and Safety (OHS) Act, Brand South Africa is required to bring about and maintain, as far as reasonably practicable, safe work environment without risk to the health of its employees. The organisation has appointed a service provider to assist with compliance with the OHS Act. The She Representatives conduct monthly inspections, and report on incidents to the OHS Committee to ensure the organisation track and monitor risks and ensure compliance continuously.

BOARD SECRETARY

The Director: Governance, Legal and Board Secretariat serves as the Board Secretary and is responsible for ensuring the proper running of Board meetings. The Board secretary provides support and guidance to the Board on matters related to governance, legislation, compliance, and ethics, and prepares and circulates Board papers and minutes of meetings, ensuring that the Board and its committees receive feedback timeously.

The Board Secretary is also responsible for making trustees aware of laws and legislation relevant to or affecting the organisation and for the proper retention of Brand South Africa's important records. The Board secretary also ensures that Brand South Africa's processes and practices are reviewed and benchmarked continuously to ensure compliance with local and international governance standards. In addition, the Board Secretary has specific statutory duties to perform in terms of the Companies Act, Act No.71 of 2008 and other regulations relating to the responsibilities of a company secretary. The Board Chairperson and all trustees have unrestricted access to the services of the Board Secretary.

SOCIAL RESPONSIBILITY

Brand South Africa collaborated with several stakeholders in the execution of activities aimed at supporting disadvantaged communities. These activities include:

1. Play Your Part Ignite programme, which focused on:

- Inculcating a spirit of entrepreneurship
- Bridging the gap between potential and actual business success, offering young entrepreneurs' critical tools to thrive.
- Elevating youth entrepreneurship as a national priority, creating economic opportunities and driving socio-economic growth.

The programme successes

- Play Your Part "Ignite" initiative successfully connected the dots between potential and opportunity, offering young entrepreneurs tangible support.
- The target audience was youth from TVET colleges and mainly youth from disadvantaged backgrounds.
- Provided a Transformative Platform for Young Entrepreneurs
- The Play Your Part Ignite initiative functioned like a business accelerator, offering a structured environment for entrepreneurs to refine their business ideas.

Provinces reached

- Activations took place in Johannesburg, Rustenburg, Mpumalanga, Polokwane, Durban, and Cape Town, ensuring broad youth accessibility.
- Participants received masterclasses on pitching, essential for attracting investors and customers and were allowed to craft their business proposal pitches.

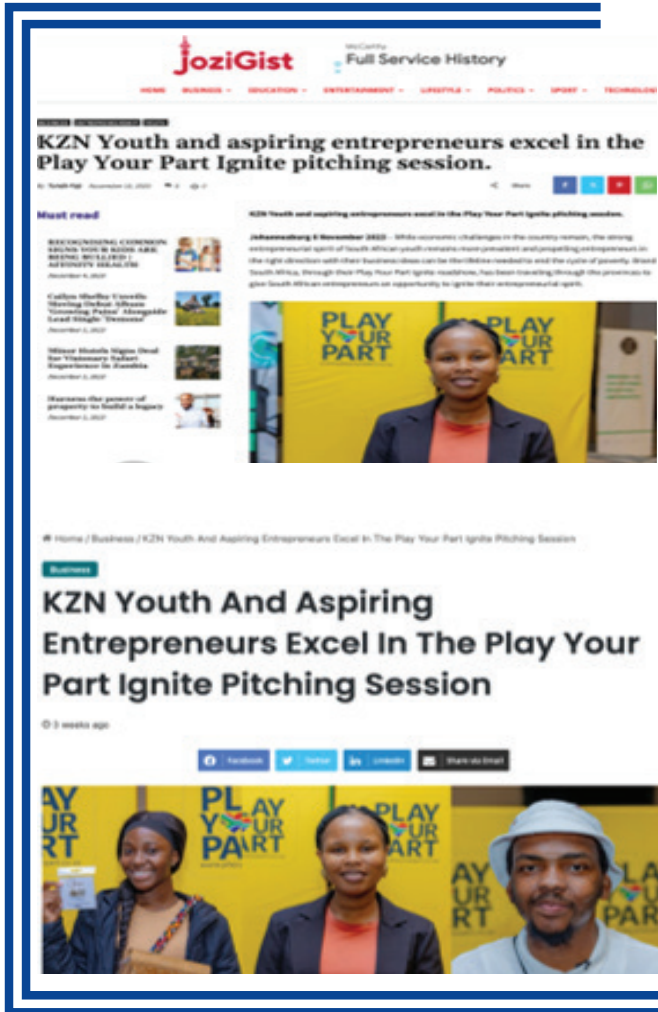
Tangible Impact and Success Stories

- Over 300 participants attended the Durban activation, and about 1 200 youth reached nationwide
- Play Your Part Ignite finalist Portia Mavhungu received R500 000 in funding for her Para-Tube innovation, significantly boosting her business.
- Many entrepreneurs received mentorship and networking opportunities from industry leaders, improving their chances of long-term success.
- Over R100 000 prizes were awarded to participants to support their businesses. Each Province had three winners, each winning a range of prizes of R15 000 to R5000.

Beyond Financial Support – Empowerment Through Knowledge

- Entrepreneurs value the ability to articulate their ideas, network, and explore funding avenues beyond the immediate financial rewards.
- The initiative tackled the fear of failure, helping young business owners gain confidence in their ventures.

Brand South Africa continues to champion this initiative, reinforcing its commitment to empowering the next generation of business leaders.



Brand South Africa celebrates 'Play Your Part Ignite' roadshow

18 Aug 2023 12:00 Marketing 437

Brand South Africa has announced that the 'Play Your Part Ignite' roadshow continues to support the entrepreneurial business economy in South Africa. According to the agency, advocating for entrepreneurship has become essential in the South African economy, where youth continue to remain vulnerable to unemployment.



According to Brand South Africa (Brand SA), many young South Africans are now turning to creative and innovative solutions, such as entrepreneurship as an alternative to finding a job. Equipping aspiring business owners with the appropriate skills to make their businesses successful has become vitally important, says the agency.

Since its establishment, the 'Play Your Part Ignite' campaign has acted as a driving force for the entrepreneurial spirit of burgeoning business owners and has assisted with the guidance needed to bring their businesses and business ideas to life, the agency says.

The campaign, which launched in July 2022, assists with fine-tuning existing and new business ideas, providing participants with the opportunity to pitch their ideas, all while giving them a chance to win their share of R25 000.

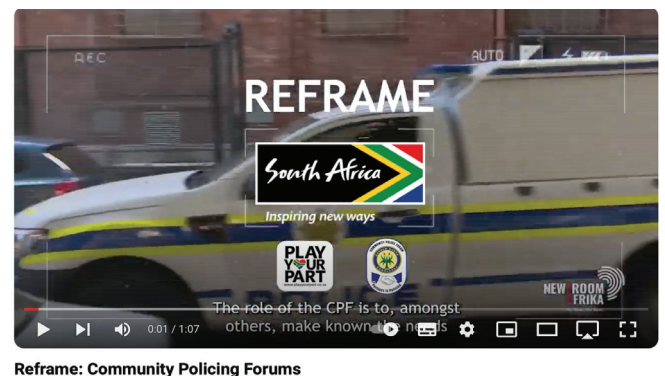


Play Your Part Ambassador programme

In efforts to contribute to national priorities, the Play Your Part ambassador programme focused on the pillars of entrepreneurship, education, boy child initiatives, climate change, and GBVF. The ambassadors lead activities in their respective communities and share reports with Brand South Africa. An example: Township Economy Alliance (TEA) provided 32 small businesses with exhibition opportunities at no cost.

- The initiative provided small enterprises received Funding & Equipment, Soft Skills, Market Access, Training & Supplier Development.
- Youth Work opportunities were 1204
- Pitching Challenge Winners: 15 with a collective grand prize of R 780 000.00 from the private sector.

Brand South Africa collaborated with South African Police Services, to promote safe communities. The initiative educated citizens about the role of police, types of crimes and where to report such crimes. This initiative reached 35 100 impressions and 432 154 views.



AUDIT COMMITTEE REPORT

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

Audit Committee Responsibility

The Audit Committee has complied with its responsibilities arising from the Public Finance Management Act and Treasury Regulation 3.1.13. It has also adopted appropriate formal terms of reference as its Audit Committee charter and regulated its affairs in compliance with this charter. The committee has discharged all its responsibilities stated in the charter, except for reviewing accounting policy and practice changes.

The effectiveness of internal control

Our review of the findings of the internal audits done, which was based on the risk assessments conducted in the public entity, revealed certain weaknesses. These were raised with the public entity.

The following internal audit work was completed during the year under review:

- Quarterly and Annual Financial Statements review
- Quarterly and Annual Performance Report review
- Probity Audits for Competitive bids awarded
- Supply Chain Management process review

The following were areas of concern:

- Information Technology governance
- Outdated Policies and Procedures
- High vacancy rate

In-year management and monthly/quarterly reports

The public entity has submitted monthly and quarterly reports to the executive authority.

Evaluation of financial statements

We have reviewed the annual financial statements prepared by the public entity.

Auditor's Report

We have reviewed the public entity's implementation plan for audit issues raised in the prior year and are satisfied that the matters have been adequately resolved, except for the following:

- Ex-Chief Financial Officer mutual separation payment
- Outdated Policies and Procedures
- Information Technology Governance

The Audit Committee concurs with and accepts the conclusions of the external auditor on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the auditor.



Bohani Shibambu

Chairperson of the Audit Committee
Brand South Africa
Date: 31 July 2025

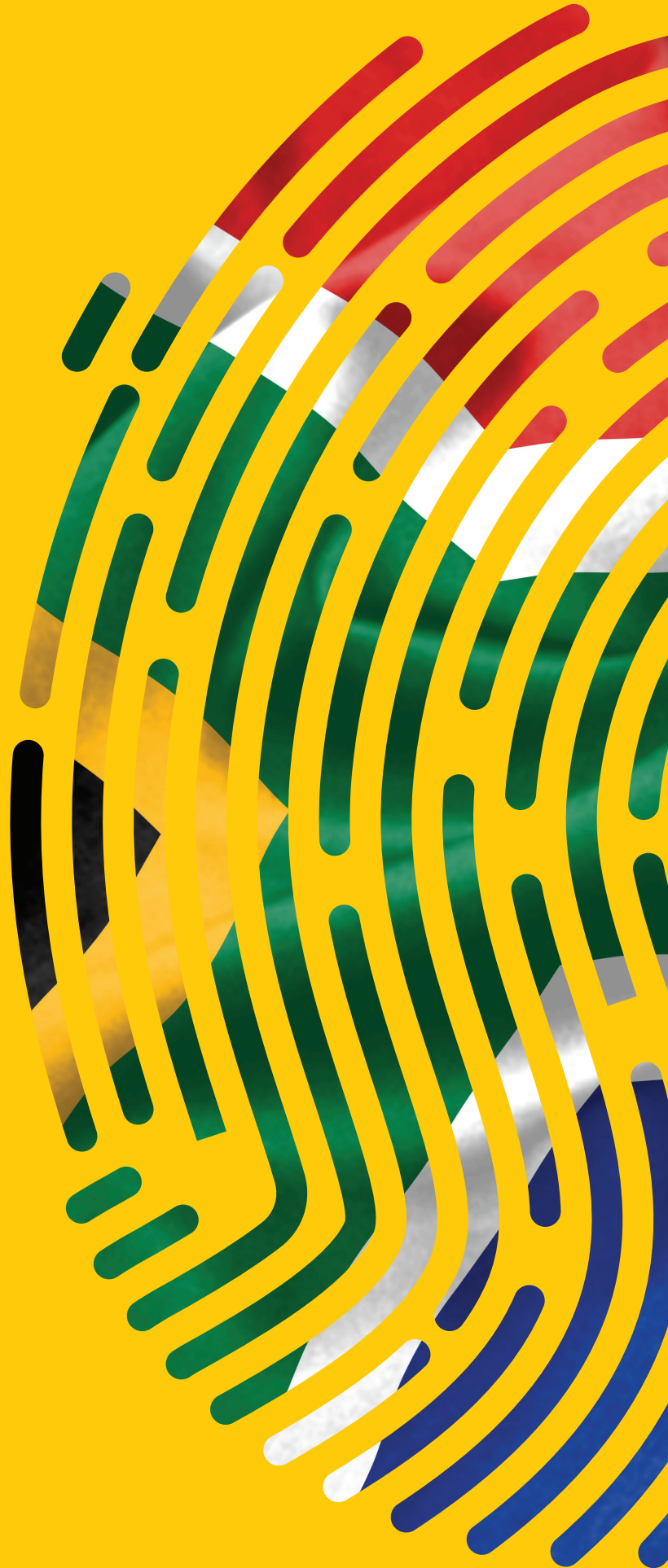
B-BBEE COMPLIANCE

PERFORMANCE INFORMATION

Has the department/public entity applied any relevant code of good practice (B-BBEE certificate levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion (include a discussion on your response and indicate what measures have been taken to comply)
Determining qualification criteria for issuing licences, concessions, or other authorisations regarding economic activity in terms of any law?	No	Not applicable to Brand SA operations
Developing and implementing a preferential procurement policy?	Yes	SCM policy was developed and updated with preferential procurement requirements
Determining qualification criteria for the sale of state-owned enterprises?	No	Not applicable to Brand SA operations
Developing criteria for entering into partnerships with the private sector?	No	Not yet implemented
Determining criteria for the awarding of incentives, grants, and investment schemes in support of Broad - Based Black Economic Empowerment	No	Not applicable to Brand SA operations

PART D

HUMAN
RESOURCES



HUMAN CAPITAL VALUE PROPOSITION

Through strategic partnerships and collaborations, Brand South Africa recruits the required talent, develops employees through on-the-job training and formal developmental programmes and retains a high-performing and diverse workforce. The unit facilitates a healthy, safe and innovative work environment for employees to maximise individual and organisational potential and position Brand South Africa as an employer of choice. Brand South Africa rewards employee behaviour that supports high performance.

VISION AND RESPONSIBILITIES



VISION

To attract, develop, engage and retain talented high-performing employees in Brand South Africa.



RESPONSIBILITIES

They provide strategic support to the organisation by developing and implementing HR plans, processes, policies, methods, systems, and procedures that are needed to attract, develop, retain, reward, and manage human resources capable of attaining organisational goals.

EMPLOYEE PERFORMANCE MANAGEMENT FRAMEWORK

The purpose and objectives of Brand South Africa performance management framework is to:

- Align individual performance with Brand SA's strategic goals
- Promote a high-performance culture
- Drive accountability and innovation
- Enable employee development and organisational effectiveness

EMPLOYEE WELLNESS AND ENGAGEMENT PROGRAMMES

EMPLOYEE WELLNESS AND ENGAGEMENT

The organisation continues to implement wellness programmes to ensure that it invests in its valuable assets, namely staff. These wellness programmes contribute to a healthier, happier, and more productive workforce while benefiting the organisation through cost savings, better employee retention, and a positive workplace environment.

Lyra, the appointed services provider, continues to support the organisation with an Employee Wellness programme that addresses life's challenges, including Legal Advice, Financial Advice, Family matters, Change, Substance abuse, Relationships, Stress, Trauma, HIV/AIDS, and work.

Wellness Day

Wellness Day is more than just a break from routine; it is a vital investment in the health and productivity of employees. In today's fast-paced work environment, stress, burnout, and fatigue are common challenges that can negatively impact morale and performance. Brand South Africa continues to hold a designated Wellness Day for its employees with the aim of providing employees with the opportunity to recharge, focus on their mental and physical well-being, and return to work with renewed energy and focus.

This initiative should be able to send a strong message that the organisation values its people. This simple act of care can significantly boost employee satisfaction, reduce absenteeism, and create a culture of trust and respect. It fosters a healthier, more engaged workforce, supporting better collaboration, creativity, and overall productivity. In essence, Wellness Day is the strategic steps toward building a sustainable, people-centred workplace.

Employees participated in the following activities:

- Tug-of-war
- Zumba Classes
- Mixed free-style class
- Soccer
- Egg and spoon race
- Blind fold challenge
- Giant Jenga

Further to the above, the organisation had the following stands available:

- Health Screening
- Massage Therapy
- Dietician
- Smoothie Bike

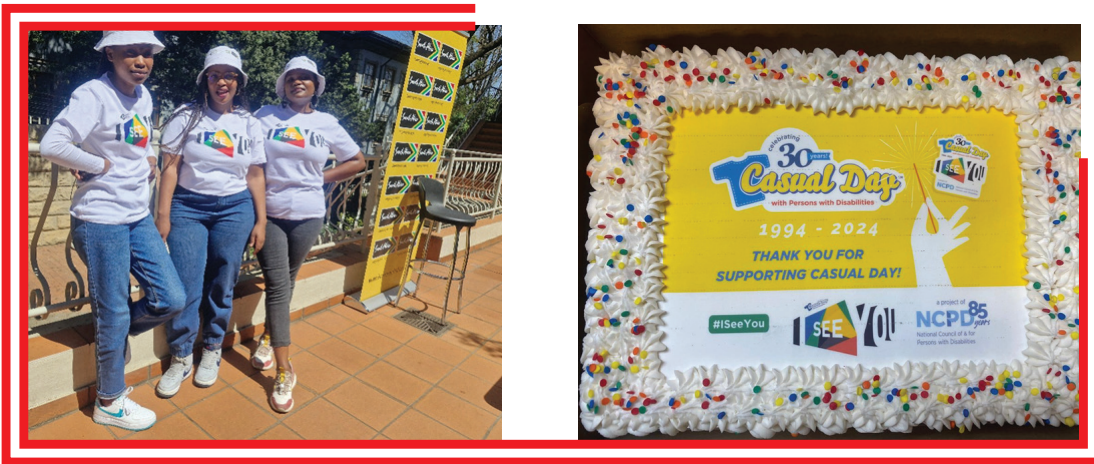




Casual day engagement

- Brand South Africa was privileged to host the guests from the National Council of Persons with Disabilities (NCPD) as the engagement marked 30 years of celebrating people with disabilities. This event aimed to raise awareness about the rights and capabilities of persons with disabilities. It also encouraged open dialogue and fostered a more inclusive and compassionate workplace culture.
- Brand South Africa’s continuous collaboration with NCPD strengthens its corporate social responsibility and demonstrates its commitment to equity, diversity, and community engagement.
- This initiative also encouraged employee engagement and team spirit. Participating in cause-driven activities boosted morale and made employees feel part of a greater mission. Also, the informal session created a relaxed atmosphere that supported team bonding.
- The organisation invited different speakers from Standard Bank, the Office of the Premier, who brought unique insights on their initiative on disability and inclusion.





Long Service

The is to recognise and reward the commitment and dedication of employees related to their years of service at Brand South Africa. The Policy also contributes to attracting and retaining talented employees who possess the skill, qualification, experience, and profile sought after by the organisation as we promote the Nation Brand. Below are the employees who qualified for Long Service during the period under review.

EMPLOYEE POSITION	NUMBER OF YEARS
Manager Marketing	10
Graphic Designer	10
Assistant Brand Manager	10
Supply Chain Administrator	10
Accountant	10
GM: Communications	10
Senior Accountant	5
Research Administrator	5



HIGHLIGHT ACHIEVEMENTS

- a. Letter of Good Standing in terms of Compensation for Injury on Duty (COIDA)
- b. Certificate of compliance for Occupational Health and Safety

CHALLENGES FACED BY THE PUBLIC ENTITY

- a. High vacancy rate
- b. Organisational Structure that was last reviewed in 2014

FUTURE HR PLANS /GOALS

- a. Filling of vacant positions to reduce the high vacancy rate
- b. Develop and implement a Culture Change plan
- c. Review of Structure to align to organisation's strategic goal

HUMAN RESOURCE OVERSIGHT STATISTICS

Brand South Africa fixed-term employees were appointed to assist with additional workload because of Brand South Africa's structure, that's a vacancy rate that remains high at 28.1%, made up of sixteen (16) vacancies during the financial period under review. There are forty-one (41) warm bodies in the approved funded structure of fifty-seven (57) permanent posts, with nine (09) fixed-term employees appointed outside of the structure. The fixed-term employees were appointed to assist with additional workload because of the Brand South Africa structure, which has not been reviewed since 2014. The organisation further appointed two (02) interns. The total number of employees, including fixed-term contractors, is fifty-two (52). The current financial period shows a high turnover rate of **9,9%**

EMPLOYMENT AND VACANCIES

PROGRAMME/ ACTIVITY/OBJECTIVE	2024/2025 NO. OF EMPLOYEES	2024/2025 APPROVED POSTS	2024/2025 VACANCIES	% OF VACANCIES
Programme 1	17	26	9	15.79%
Programme 2	18	24	6	10.53%
Programme 3	6	7	1	1,75%
	41	57	16	28.1%

PROGRAMME/ ACTIVITY/OBJECTIVE	2024/2025 NO. OF EMPLOYEES	2024/2025 APPROVED POSTS	2024/2025 VACANCIES	% OF VACANCIES
Top Management	1	5	4	7.02%
Senior Management	12	20	8	14.02%
Professional qualified	6	8	2	3.51%
Skilled	18	20	2	3.51%
Semi-skilled	2	2	0	0%
Unskilled	2	2	0	0%
TOTAL	41	57	16	28.1%

The above table depicts the positions according to the approved structure and the vacant positions per level within the organisation. The delay in appointing the top and senior management is due to the organisation adopting a strategy to first appoint the Chief Executive Officer, who will ultimately appoint the executive team and senior management.

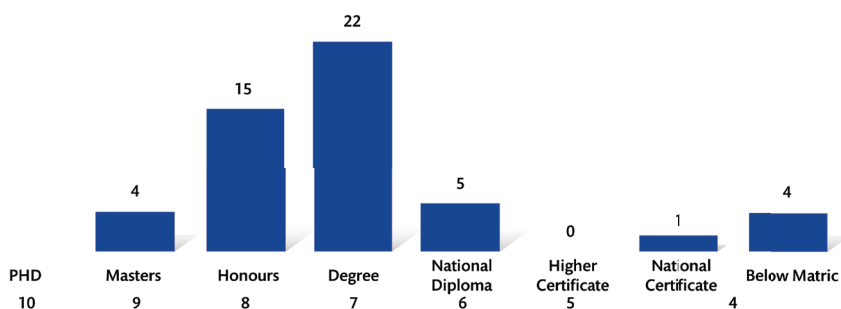
Most of the positions have been advertised and await the relevant HOD to be part of the recruitment process. The organisation has bridged the gap through the implementation of its Acting and Secondment Policy to fill the key critical positions temporarily. This also serves as a developmental tool for internal staff.

Qualifications Audit

The organisation conducted the qualifications audit to assess the qualifications gap and ensure support for team Brand South Africa while it fills the positions and is currently reviewing its structure.

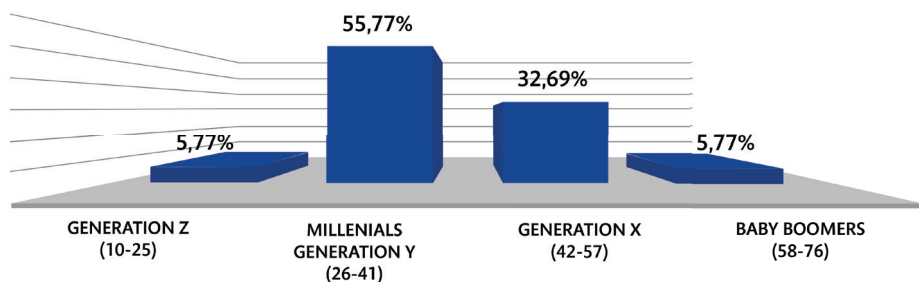
The graph below shows Brand South Africa’s qualifications status: none possess a PHD (NQF 10), four (4) employees have Masters (NQF 9), fifteen (15) have Honours (NQF 8), twenty-two (22) have Degrees (NQF 7), five (5) have National Diplomas (NQF 6), one (1) has a National Certificate (NQF 4), and four employees are below Matric.

BRAND SA QUALIFICATIONS STATUS



Age analysis of Brand South Africa according to generational preferences

Brand South Africa age analysis



The organisation conducted a comparison of different age groups with the Brand South Africa workforce according to generational preferences regarding their ideal environment, shaped by their upbringing, technological advancements, and societal changes. Below is the breakdown of the categories in the graph:

- **Generation Z (Born between 1997 and 2012)–The organisation has three employees, representing 5.55% of the workforce.**
 - a. **Digital and Flexible:** Grew up in the digital age and prefer tech-integrated environments.
 - b. **Remote and Hybrid Work:** Value work-life balance and prioritise flexibility over traditional office settings.
 - c. **Sustainability and Ethics:** Prefer eco-friendly and socially responsible workplaces.
 - d. **Collaboration and Inclusivity:** Favour diverse, inclusive, and team-oriented spaces.
 - e. **Fast-Paced and Innovative:** Thrive in environments encouraging creativity and innovation.
- **Millennials (Generation Y) (Born between 1981–1996) - The organisation has twenty-nine (29) employees, with the representation of 55.77% of the workforce who prefer:**
 - a. **Work-Life Balance:** Seek workplaces that prioritise personal well-being and professional growth.
 - b. **Collaborative and Open:** Prefer open-office layouts and teamwork-driven environments.
 - c. **Technology-Driven:** Expect workplaces with advanced tech and digital connectivity.
 - d. **Purpose-Driven:** Value companies with strong missions and social responsibility.
 - e. **Flexibility:** Appreciate remote work options and results-driven cultures over strict schedules.

- **Generation X (Born between 1965 – 1980) - The organisation has seventeen (17) employees with the representation of 32.69% of the workforce who prefer:**
 - a. **Independence and Stability:** They prefer structured yet flexible environments where they have autonomy.
 - b. **Work-Life Balance:** Value balance, but are also known for their strong work ethic.
 - c. **Tech-Savvy but Practical:** Comfortable with technology but prefer a mix of digital and traditional processes.
 - d. **Career Growth and Security:** Favour workplaces that offer career advancement, benefits, and job security.
 - e. **Quiet and Private Spaces:** Tend to appreciate offices with open collaboration and private spaces.
- **Baby Boomers (Born between 1946–1964) - The organisation has three (3) employees with the representation of 5.77% of the workforce who prefer:**
 - a. **Traditional and Hierarchical:** Prefer structured work environments with clear leadership and roles.
 - b. **Loyalty & Stability:** Value job security and long-term career commitment.
 - c. **Face-to-Face Communication:** Prefer in-person interactions to digital communication.
 - d. **Hard Work and Dedication:** Often favour environments that reward dedication, experience, and reliability.
 - e. **Less Remote Work:** More accustomed to traditional office settings and may be less enthusiastic about remote work trends.

Each generation's preferred environment reflects their unique experiences and expectations, though individuals within each group may still vary widely in their preferences.

EMPLOYMENT CHANGES

SALARY BAND	EMPLOYMENT AT BEGINNING OF PERIOD	APPOINTMENTS	TERMINATIONS	EMPLOYMENT AT END OF THE PERIOD
Top Management	1	4	3	2
Senior Management	12	2	2	12
Professional qualified	11	0	5	6
Skilled	18	2	2	18
Semi-skilled	3	1	0	4
Unskilled	2	0	0	2
Total	45	9	12	44

REASONS FOR STAFF LEAVING

REASON	NUMBER	% OF TOTAL NO. OF STAFF LEAVING
Death	0	0%
Resignation	4	7.69%
Dismissal	2	3.84%
Retirement	1	1.92%
Ill health	0	0
Expiry of contract	5	9.62%
Other	0	0%
Total	12	23.1%

LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

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

EQUITY TARGET AND EMPLOYMENT EQUITY STATUS

LEVELS	MALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	1	2	1	1	0	0	0	0
Senior Management	5	8	0	1	0	0	0	1
Professional qualified	3	4	0	0	0	0	0	0
Skilled	11	7	0	1	1	1	0	1
Semi-skilled	3	1	0	0	0	0	0	0
Unskilled	0	0	0	0	0	0	0	0
TOTAL	23	22	1	3	1	1	0	2

LEVELS	FEMALE							
	AFRICAN		COLOURED		INDIAN		WHITE	
	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET	CURRENT	TARGET
Top Management	0	2	0	0	0	0	0	0
Senior Management	7	7	0	2	0	0	0	1
Professional qualified	3	3	1	1	0	0	0	0
Skilled	13	8	0	0	0	1	0	1
Semi-skilled	1	1	0	0	0	0	0	0
Unskilled	2	2	0	0	0	0	0	0
TOTAL	26	23	1	2	0	1	0	2

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

TRAINING AND DEVELOPMENT

Programme// activity/objective	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Training Expenditure as a % of Personnel Cost.	No. of employees trained	Avg training cost per employee
Marketing, Communication and Advertising	R12 400,00	R12 400,00	100%	1	R12 400,00
Customer Service	R5 865,00	R5 865,00	100%	1	R5 865,00
Basic Excel	R3 940,00	R3 940,00	50%	2	R1 970,00
E-Tendering System Training	R10 000,00	R10 000,00	100%	1	R10 000,00
Contract Management	R12 500,50	R12 500,50	100%	1	R12 500,50
Contract Management	R11 500,00	R11 500,00	100%	1	R11 500,00
Advanced Executive Assistance Training (Advanced PA)	R10 925,00	R10 925,00	100%	1	R10 925,00
Cloud Information Security	R10 350,00	R10 350,00	100%	1	R10 350,00
Brand Management	R13 800,00	R13 800,00	100%	1	R13 800,00
SAGE 300 People	R15 433,00	R15 433,00	50%	2	R7 716,50
Advanced Excel	R12 075,00	R12 075,00	100%	1	R12 075,00
The 12th annual Edition: National Public Sector Clean Audit Turnaround Indaba 2024	R11 498,85	R11 498,85	100%	1	R11 498,85
Role of Training Committee	R24 150,00	R24 150,00	14,3%	7	R3 450,00

CHINA PROGRAMME

Brand South Africa partnered with the Human Resource Development Cooperation Programmes provided under the Framework of China's Foreign Aid and aiming at improving governance capacity, managerial experience, and practical techniques for government officials, senior managers, and specialised technicians in developing countries. All these programmes are sponsored by the Ministry of Commerce (MOFCOM) of China. These trainings are conducted in China, facilitated and funded by the Chinese government as part of their Human Resources Development Cooperation with their key trade partners.

No.	Seminar/Training Programme	Designation	Purpose
1.	Trade and Investment Facilitation & One-Stop Services, 06 – 26 May 2024, in Beijing, Shanghai and Wuhan.	General Manager: Research Country Head: China	The programme was designed to broaden the understanding of global trade and investment dynamics and their relevance to South Africa's economic positioning. It comprised lectures by Chinese government officials and scholars, discussions with officials, academics, and entrepreneurs, as well as field visits to relevant provinces, institutions, and enterprises. This exposure enhanced their capacity to produce strategic, data-driven research aligned with global trade trends, thereby contributing to Brand South Africa's mission to attract foreign direct investment.
2.	Seminar on Leadership Enhancement for State-Owned Enterprise Executives in Developing Countries, 10 October 2024.	Strategic Relations Manager: Government	The purpose of attending the China Seminar on Leadership Enhancement for State-Owned Enterprise Executives in Developing Countries was to strengthen executive leadership capabilities within the public sector by learning from China's developmental experiences and corporate governance practices in State-Owned Enterprises (SOEs). The seminar provided a platform for exchanging knowledge, exploring innovative management strategies, and understanding best practices in enterprise reform, efficiency improvement, and sustainable development. Participation in the seminar aimed to enhance strategic decision-making, promote operational excellence, and support the long-term transformation and competitiveness of SOEs in developing countries through international cooperation and capacity building.

No.	Seminar/Training Programme	Designation	Purpose
3.	Seminar on Trade Rules for Senior Officials for Developing Countries, 26 Feb – 11 Mar 2025.	Manager: Office of the CEO	The seminar aimed to foster international cooperation and exchange in trade and investment, enhance understanding of global trade rules, and strengthen collaboration between trade promotion agencies and business associations. It focused on improving trade and investment facilitation, reducing barriers, and advancing pragmatic cooperation toward building a shared global future. Key topics included China’s economic reform and modernisation, global trade trends, evolving international trade rules, and key World Trade Organization (WTO) frameworks such as the Investment Facilitation for Development Agreement (IFDA).
4.	Seminar on Trade and Investment Facilitation for BRI Partner Countries, 26 Mar – 08 Apr 2025.	Research Manager	The purpose of the seminar was aimed to broaden the Research manager’s expertise in interpreting global trade and investment dynamics and their implications for South Africa’s economic positioning. This enhanced understanding will support the Research Manager in producing strategic, data-driven research that aligns with global trends and policies, thereby strengthening Brand South Africa’s efforts to attract foreign direct investment.



PART

E

**PFMA
COMPLIANCE**



IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

RECONCILIATION OF IRREGULAR EXPENDITURE

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Opening balance	30 773	30 773
Add: Irregular expenditure confirmed	0	0
Less: Irregular expenditure condoned	0	0
Less: Irregular expenditure not condoned and removed	0	0
Less: Irregular expenditure recoverable Less:	0	0
Less: Irregular expenditure not recovered and written off	0	0
Closing balance	30 773	30 773

RECONCILING NOTES

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure that was under assessment in 2024/25	0	0
Irregular expenditure that relates to 2023/24 and identified in 2024/25	0	0
Irregular expenditure for the current year	0	0
Total	0	0

CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE (UNDER ASSESSMENT, DETERMINATION, AND INVESTIGATION)

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure under assessment	0	320
Irregular expenditure under determination	24 434	0
Irregular expenditure under investigation	0	0
Total	24 434	320

CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE REMOVED - (NOT CONDONED)

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure NOT condoned and removed	0	0
Total	0	0

CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE RECOVERED

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure recovered	0	0
Total	0	0

CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE WRITTEN OFF (IRRECOVERABLE)

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Irregular expenditure written off	0	0
Total	0	0

FRUITLESS AND WASTEFUL EXPENDITURE

Reconciliation of fruitless and wasteful expenditure

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Opening balance	179	179
Add: Fruitless and wasteful expenditure confirmed	0	0
Less: Fruitless and wasteful expenditure written off	0	0
Less: Fruitless and wasteful expenditure recoverable	0	0
Closing balance	179	179

Reconciling notes

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure that was under assessment in 2024/25	0	4 138
Fruitless and wasteful expenditure that relates to 2023/24 and identified in 2024/25	0	0
Fruitless and wasteful expenditure for the current year	0	0
Total	0	4 138

Current and previous year fruitless and wasteful expenditure (under assessment, determination, and investigation)

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure under assessment	0	4 138
Fruitless and wasteful expenditure under determination	179	0
Fruitless and wasteful expenditure under investigation	0	0
Total	179	4 138

Current and previous year irregular expenditure recovered

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure recovered	0	0
Total	0	0

Current and previous year irregular expenditure not recovered and written off

DESCRIPTION	2024/2025	2023/2024
	R'000	R'000
Fruitless and wasteful expenditure written off	0	0
Total	0	0

Current and previous year disciplinary or criminal steps taken as a result of fruitless and wasteful expenditure

DISCIPLINARY STEPS TAKEN
None
Total

Additional disclosure relating to material losses in terms of PFMA Section 55(2) (b)(i) &(iii))

Current and previous year material losses through criminal conduct

MATERIAL LOSSES THROUGH CRIMINAL CONDUCT	2024/2025	2023/2024
	R'000	R'000
Theft	0	0
Other material losses	0	0
Less: Recovered	0	0
Less: Not recovered and written off	0	0
Total	0	0

Other material losses

NATURE OF OTHER MATERIAL LOSSES	2024/2025	2023/2024
	R'000	R'000
None		
Total		

Other material losses recovered

NATURE OF LOSSES	2024/2025	2023/2024
	R'000	R'000
None		
Total		

Other material losses written off

NATURE OF LOSSES	2024/2025	2023/2024
	R'000	R'000
None		
Total		

SUPPLY CHAIN MANAGEMENT

LATE AND/OR NON-PAYMENT OF SUPPLIERS

DESCRIPTION	NUMBER OF INVOICES	CONSOLIDATED VALUE
		R'000
Valid invoices received	667	118 377
Invoices paid within 30 days or agreed period	640	116 958
Invoices paid after 30 days or agreed period	15	540
Invoices older than 30 days or agreed period (unpaid and without dispute)	12	879
Invoices older than 30 days or agreed period (unpaid and in dispute)	6	248

PROCUREMENT BY OTHER MEANS

PROJECT DESCRIPTION	NAME OF SUPPLIER	TYPE OF PROCUREMENT BY OTHER MEANS	CONTRACT NUMBER	VALUE OF CONTRACT R'000
Global Reputation Study	Bloom Consulting	Sole Source Deviation	N/A	3 719
CaseWare Licence	Adapt IT	Sole Source Deviation	N/A	135
Total				3 854

CONTRACT VARIATIONS AND EXPANSIONS

PROJECT DESCRIPTION	NAME OF SUPPLIER	CONTRACT MODIFICATION TYPE (EXPANSION OR VARIATION)	CONTRACT NUMBER	ORIGINAL CONTRACT VALUE	VALUE OF PREVIOUS CONTRACT EXPANSION/S OR VARIATION/S (IF APPLICABLE)	VALUE OF CURRENT CONTRACT EXPANSION OR VARIATION
				R'000	R'000	R'000
Travel Management Services	Atlantis Corporate Travel	15% variation	VAR/001/2024/25	R41 891 331	R6 621 398	R7 546 545
Office Building Lease Agreement	Seagull Distributors (Pty) Ltd	Above 15%	VAR/002/2024/25	R28 016 798	N/A	R9 466 103
ERP support and maintenance	Altron TMT, a division of Altron Digital Business	Above 15%	VAR/003/2024/25	R630 798	N/A	R197 412
Total						R17 210 060

PART

F

FINANCIAL
INFORMATION



Brand South Africa Trust

Annual Financial Statements for the year ended 31 March 2025

**General
INFORMATION****Country of incorporation and domicile**

South Africa

Nature of business and principal activities

The primary objective of the Trust is to develop and implement proactive and co-ordinated marketing, communications and reputation management strategies for South Africa. The ultimate aim is to make a contribution towards economic growth, job creation, poverty alleviation and social cohesion by encouraging local and foreign investment, tourism and trade through the promotion of Brand South Africa.

Trustees

Ms Ipeleng Selele (Chairperson)
 Ms Zama Mkosi (Deputy Chairperson)
 Ms Emy Casaletti-Bwalya
 Ms Loretta Jacobus
 Ms Rachel Kalidass
 Adv Cawekazi Mahlali
 Prof Hlengani Mathebula
 Mr Jerry Mpufane
 Mr Lumko Mtimde
 Ms Dzaweze Ratshikuni
 Mr Bohani Shibambu

Registered office

103 Central Street
 Houghton Estate
 Johannesburg
 2041

Business address

103 Central Street
 Houghton Estate
 Johannesburg
 2041

Postal address

PO Box 87168
 Houghton Estate
 Johannesburg
 2041

Controlling entity

The Presidency
 Government Communication and Information System (GCIS)

Bankers

Nedbank Limited

Auditors

Auditor-General of South Africa
 Chartered Accountants (S.A.)
 Registered Auditors

INDEX

The reports and statements set out below comprise the financial statements presented to provincial legislature:

	Page
Board of Trustees’s Responsibility and Approval	111
Audit and Risk Committee Report	112
Report of the Auditor-General	113
Statement of Financial Position	119
Statement of Financial Performance	120
Statement of Changes in Net Assets	121
Cash Flow Statement.....	122
Statement of Comparison of Budget and Actual Amounts	123
Accounting Policies	125
Notes to the Financial Statements	144

List of Abbreviations/acronyms

UIF	Unemployment insurance fund
SDL	Skills Development Levy
COID	Compensation for Occupational Injuries and Diseases
GRAP	Generally Recognised Accounting Practice
WEF	World Economic Forum

BOARD OF TRUSTEES'S RESPONSIBILITY AND APPROVAL

The members are required by the Public Finance Management Act (Act 1 of 1999), to maintain adequate accounting records and are responsible for the content and integrity of the financial statements and related financial information included in this report. It is the responsibility of the members to ensure that the financial statements fairly present the state of affairs of entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the financial statements and was given unrestricted access to all financial records and related data.

The financial statements have been prepared in accordance with (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board.

The financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The members acknowledge that they are ultimately responsible for the system of internal financial control established by entity and place considerable importance on maintaining a strong control environment. To enable the members to meet these responsibilities, the board of members sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined frame work, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the entity and all employees are required to maintain the highest ethical standards in ensuring the entity's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the entity is on identifying, assessing, managing and monitoring all known forms of risk across the entity. While operating risk cannot be fully eliminated, the entity endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The members are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The members have reviewed the entity's cash flow forecast for the year 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the entity has or has access to adequate resources to continue in operational existence for the foreseeable future.

During the period under review, Brand South Africa was reporting to The Presidency Office through the Government Communication and Information System (GCIS). The entity is wholly dependent on The Presidency for the budget vote and the entity for continued funding of operations. The financial statements are prepared on the basis that the entity is a going concern and that the entity has neither the intention nor the need to liquidate or curtail materially the scale of the entity.

The external auditors are responsible for independently reviewing and reporting on the entity's financial statements. The financial statements have been examined by the entity's external auditors and their report is presented on page 113.

The financial statements set out on pages 110 to 163, which have been prepared on the going concern basis, were approved by the Board of members on 31 July 2025 and were signed on its behalf by:



Chairperson of the Board of Trustees
Ipeleng Selele

AUDIT AND RISK COMMITTEE REPORT

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

Audit and Risk Committee responsibility

The audit and risk committee reports that it has complied with its responsibilities arising from section 55(1)(a) of the PFMA and Treasury Regulation 27.1.

The audit and risk committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

In line with the PFMA and the King IV Report on Corporate Governance requirements, Internal Audit provides the audit and risk committee and management with assurance that the internal control are appropriate and effective. This is achieved by means of the risk management process, as well as identification of corrective actions and suggested enhancements to the controls and processes.

Evaluation of financial statements

The audit and risk committee has reviewed and discussed the unaudited financial statements to be included in the Annual Report. board of members

- reviewed the Brand South Africa's compliance with legal and regulatory provisions;
- reviewed changes in accounting policies and practices;
- reviewed the entities compliance with legal and regulatory provisions; and
- reviewed significant adjustments resulting from the audit.

The audit and risk committee concur with and accept the Auditor-General of South Africa's report on the financial statements, and are of the opinion that the audited financial statements should be accepted and read together with the report of the Auditor-General of South Africa.

Internal audit

The audit and risk committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to entity and its audits.

Auditor-General of South Africa

The audit and risk committee has met with the Auditor-General of South Africa to ensure that there are no unresolved issues.



Chairperson of the Audit Committee

Bohani Shibambu

Date: 31 July 2025

REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON BRAND SOUTH AFRICA TRUST

Report on the audit of the financial statements

Opinion

1. I have audited the financial statements of the Brand South Africa Trust set out on pages 119 to 163, which comprise the statement of financial position as at 31 March 2025, statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Brand South Africa Trust as at 31 March 2025 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practice (GRAP) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the responsibilities of the auditor general for the audit of the financial statements section of my report.
4. I am independent of the public entity in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Responsibilities of the accounting authority for the financial statements

6. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA and 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.
7. In preparing the financial statements, the accounting authority is responsible for assessing the public entity's ability to continue as a going concern; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the public entity or to cease operations, or has no realistic alternative but to do so.

Responsibilities of the auditor-general for the audit of the financial statements

8. My 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.
9. 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 XX, forms part of my auditor's report.

Report on the annual performance report

10. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
11. I selected the following material performance indicators related to Programme 2: Brand, Marketing and Reputation Management presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

- Number of marketing campaigns aimed at positioning South Africa as a preferred destination flighted to international, regional, and domestic audiences
- Number of Nation Brand promotion activities implemented at global strategic platforms per year
- Number of State of the Nation Brand insight developed and disseminated
- Number of registers of communication interventions produced as part of the Implementation of the Reputation Management Strategy internationally, regionally, and domestically
- Number of media engagements aimed at management of relations with international and domestic media
- Number of assessments on the efficacy of the BSA Digital Programme
- Number of activities that promote pride, active citizenry, and social cohesion (e.g., Play Your Part Programme, and key celebratory milestones)
- Number of activities aimed at promoting constitutional values and social cohesion (Constitutional awareness)
- Number of activities aimed at promoting active citizenry and advocacy to South Africans living abroad (Global South Africans)

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

13. I performed procedures to test whether:

- the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives
- all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included
- the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that 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.

14. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.

15. I did not identify any material findings on the reported performance information for the selected indicators.

Other matters

16. I draw attention to the matter below.

Achievement of planned targets

17. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under- achievements /measures taken to improve performance.

Report on compliance with legislation

18. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the public entity's compliance with legislation.

19. I 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, I do not express an assurance opinion or conclusion.

20. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the public entity, 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.

21. There were no material findings reported on compliance with applicable legislations

Other information in the annual report

22. The accounting authority is responsible for the other information included in the annual 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 programme presented in the annual performance report that have been specifically reported on in this auditor's report.

23. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report and I do not express an audit opinion or any form of assurance conclusion on it.

24. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

25. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. I 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

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

27. I did not identify any significant deficiencies in internal control

Other reports

- 28. I draw attention to the following engagements conducted by various parties. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
- 29. Public Protector South Africa is investigating an allegation of administrative irregularities at Brand SA emanating from an anonymous complaint made. The investigation was initiated on 19 April 2024. The investigation has not been concluded at the date of this auditor's report.

Auditor - General

Pretoria

31 July 2025



**AUDITOR-GENERAL
SOUTH AFRICA**

Auditing to build public confidence

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

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

Auditor-general's responsibility for the audit

Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the [consolidated and separate] financial statements and the procedures performed on reported performance information for selected material performance indicators and on the public entity's compliance with selected requirements in key legislation.

Financial statements

In addition to my responsibility for the audit of the financial statements as described in this auditor's report, I 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 [type of auditee]'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. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a public entity to cease operating as a going concern
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

Communication with those charged with governance

I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

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

Compliance with legislation - selected legislative requirements

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999	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(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 2020/21	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

Figures in Rand	Note(s)	31 March 2025	31 March 2024 Restated*
Assets			
Current Assets			
Prepayments	9	1,209,552	2,961,641
Receivables from exchange transactions	10	7,387,345	3,945,727
Cash and cash equivalents	11	24,048,565	49,910,243
		32,645,462	56,817,611
Non-Current Assets			
Property, plant and equipment	3	3,997,661	2,121,674
Intangible assets	4	2,789,968	3,914,186
Heritage assets	5	170,556	170,556
Other deposits	6	749,830	749,830
Prepayments	9	1,216,325	348,550
		8,924,340	7,304,796
Total Assets		41,569,802	64,122,407
Liabilities			
Current Liabilities			
Operating lease liability	7	71,406	-
Payables from exchange transactions	13	10,561,575	18,599,894
Provisions	12	9,844,716	18,365,111
		20,477,697	36,965,005
Total Liabilities		20,477,697	36,965,005
Net Assets		21,092,105	27,157,402
Accumulated surplus		21,092,105	27,157,402

The accounting policies on pages 125 to 143 and the notes on pages 144 to 163 form an integral part of the financial statements.

STATEMENT OF FINANCIAL PERFORMANCE

Figures in Rand	Note(s)	31 March 2025	31 March 2024 Restated*
Revenue			
Revenue from exchange transactions			
Other income	15	598,600	363,902
Grants received - conditional	15	-	290,895
Partnership income	15	10,200,000	2,500,000
Finance income	16	2,902,646	3,854,762
Gain on sale of assets	15	154,179	-
Total revenue from exchange transactions		13,855,425	7,009,559
Revenue from non-exchange transactions			
Transfer revenue			
Government grants & subsidies	14	186,716,000	214,392,000
Total revenue	14	200,571,425	221,401,559
Expenditure			
Employee-related costs	17	(54,144,533)	(66,847,309)
Activation fees	19	(63,911,988)	(56,460,351)
Depreciation and amortisation	3&4	(3,093,493)	(2,713,403)
Lease rentals on operating lease	21	(3,265,467)	(2,880,373)
Research fees	19	(1,406,335)	(1,792,649)
Branding and collateral	19	(2,439,419)	(2,377,331)
Media buy	19	(17,020,774)	(37,530,882)
Agency fees	19	(25,371,405)	(9,875,088)
General Expenses	18	(36,006,630)	(40,391,559)
Total expenditure		(206,660,044)	(220,868,945)
Surplus / (Deficit) for the year from operating activities		(6,088,619)	532,614
Gain/(Loss) on foreign exchange		23,385	125,796
Surplus / (Deficit) for the year from operating activities		(6,065,234)	658,410

STATEMENT OF CHANGES IN NET ASSETS

Figures in Rand	Accumulated surplus/ (deficit)	Total net assets
Balance at 01 April 2023	26,498,995	26,498,995
Changes in net assets		
Surplus for the year	658,410	658,410
Total changes	658,410	658,410
Restated* Balance at 01 April 2024	27,157,339	27,157,339
Changes in net assets		
Surplus for the year	(6,065,234)	(6,065,234)
Total changes	(6,065,234)	(6,065,234)
Balance at 31 March 2025	21,092,105	21,092,105

Note(s)

CASH FLOW STATEMENT

Figures in Rand	Note(s)	31 March 2025	31 March 2024 Restated*
Cash flows from operating activities			
Receipts			
Grant allocation		186,716,000	214,392,000
Finance income		3,121,862	3,705,319
Other receipts		5,603,655	2,154,797
Total receipts		195,441,517	220,252,116
Payments			
Employee costs		(61,946,546)	(63,380,688)
Suppliers		(155,665,453)	(138,921,023)
Total payments		(217,611,999)	(202,301,711)
Net cash inflows (outflows) from operating activities	23	(22,170,482)	17,950,405
Cash flows from investing activities			
Purchase of property, plant and equipment	3	(3,857,139)	(476,237)
Proceeds from sale of property, plant and equipment	3	165,943	-
Net cash outflows from investing activities		(3,691,196)	(476,237)
Net increase (decrease) in cash and cash equivalents		(25,861,678)	17,474,168
Cash and cash equivalents at the beginning of the year		49,910,243	32,436,075
Cash and cash equivalents at the end of financial year	11	24,048,565	49,910,243

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Figures in Rand	Approved budget	Adjustments	Final Budget	Actual amounts on comparable basis	Difference between final budget and actual
Statement of Financial Performance					
Revenue					
Revenue from exchange transactions					
Other income	-	-	-	598,600	598,600 i)
Partnership Income	4,500,000	-	4,500,000	10,200,000	5,700,000 ii)
Finance income	1,098,000	-	1,098,000	2,902,646	1,804,646 iii)
Total revenue from exchange transactions	5,598,000	-	5,598,000	13,701,246	8,103,246
Revenue from non-exchange transactions					
Transfer revenue					
Government grants & subsidies	186,716,000	-	186,716,000	186,716,000	-
Prior year approved rollover	-	16,891,000	16,891,000	-	(16,891,000)
Total revenue from non-exchange transactions	186,716,000	16,891,000	203,607,000	186,716,000	(16,891,000)
Expenditure					
Personnel	(66,413,000)	4,793,815	(61,619,185)	(54,144,533)	7,474,652 (iv)
Brand Communication and Reputation Costs	(96,040,000)	(15,644,815)	(111,684,815)	(123,738,156)	(12,053,341) (v)
Capital Expenditure	(3,845,000)	-	(3,845,000)	(3,857,148)	(12,148) (vi)
Operating Expenses	(26,016,000)	(6,040,000)	(32,056,000)	(25,683,863)	6,372,137 (vii)
Total expenditure	(192,314,000)	(16,891,000)	(209,205,000)	(207,423,700)	1,781,300
Gain on disposal of assets and liabilities	-	-	-	154,179	154,179
Foreign exchange gains and losses	-	-	-	23,385	23,385
Reconciliation					
Basis for the difference					
Depreciation & amortisation				(3,093,493)	
Capital expenditure				3,857,148	
Reconciled deficit as per the Statement of Financial Performance				(6,065,234)	

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

Variance explanation

- i. Other income-Miscellaneous sundry income mainly due to are-imburement from a ex-employee.
- ii. Partnership income-Increased stakeholder partnership funding for WEF Davos.
- iii. Finance income-Positive cash balances due to cash management practices.
- iv. Personnel costs-Theunder-expenditure is attributable to savings on vacant positions.
- v. Brand communication and reputation costs - The variance is attributable to WEF Davos 2025 sponsorship income not budgeted for but allocated to the Stakeholder relations to fund WEF.
- vi. Capital expenditure-The variance is due to prior year commitments incurred and paid in the current year.
- vii. Operating expenses-The variance is attributable to decrease in professional fees.

The accounting policies on pages 125 to 143 and the notes on pages 144 to 163 form an integral part of the financial statements.

ACCOUNTING POLICIES

1. Presentation of Financial Statements

The 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 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.

A summary of the significant accounting policies, which have been consistently applied in the preparation of these financial statements, are disclosed below.

1.1 Presentation currency

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

The amounts in financial statements and disclosure notes are rounded up to the next whole number and disclosed in million.

1.2 Going concern assumption

These 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.

1.3 Materiality

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

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

1.4 Significant judgements and sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions that affect the amounts represented in the 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 financial statements. Significant judgements include:

Trade receivables

Brand South Africa assesses its trade and other receivables for impairment at the end of each reporting period. In determining whether an impairment loss should be recorded in surplus or deficit, Brand South Africa makes judgments as to whether there is observable data indicating a measurable decrease in the estimated future cash flows from a financial asset.

ACCOUNTING POLICIES

1.4 Significant judgements and sources of estimation uncertainty(continued)

The impairment for trade and other receivables is calculated on an individual basis, based on historical performance, adjusted for specific current economic conditions and other indicators present at the reporting date that correlate with the defaults on the debtor.

Provisions and contingencies

In all provisions and contingencies raised, management determined an estimate based on the information available.

Useful lives of assets

Brand South Africa management determines the estimated useful lives and related depreciation charges for property, plant and equipment as well as intangible assets. Management adjusts the depreciation charge where useful lives are materially different from previously estimated useful lives.

Allowance for doubtful debts

On debtors, an impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the debtors carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

1.5 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 costs

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

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

Items such as spare parts, standby equipment and servicing equipment are recognised when they meet the definition of property, plant and equipment.

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

ACCOUNTING POLICIES

1.5 Property, plant and equipment (continued)

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

Under the recognition principle, an entity does not recognise in the carrying amount of an item of property, plant and equipment the costs of the day-to-day servicing of the item. Rather, these costs are recognised in surplus or deficit as incurred. Costs of day-to-day servicing are primarily the costs of labour and consumables, and may include the cost of small parts. The purpose of these expenditures is often described as for the 'repairs and maintenance' of the item of property, plant and equipment.

Item	Depreciation method	Average useful life
Leasehold improvements	Straight-line	Lease term
Furniture and fixtures	Straight-line	10 - 17 years
Motor vehicles	Straight-line	5 years
Office equipment	Straight-line	5 - 13 years
IT equipment	Straight-line	2 - 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 Brand South Africa. 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.

Brand South Africa assesses at each reporting date whether there is any indication that the entity expectations about the residual value and the useful life of an asset have changed since the preceding reporting date. If any such indication exists, Brand South Africa compares the overall impact to its materiality amount accordingly. If the change is material it is accounted for as a change in an accounting estimate.

The depreciation charge for each period is recognised in surplus/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 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.

entity separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements.

ACCOUNTING POLICIES

1.6 Intangible assets

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 entity; and
- the cost or fair value of the asset can be measured reliably.

Brand South Africa 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.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life.

The nature of intangible assets is such that, in many cases, there are no additions to such an asset or replacements of part of it. Accordingly, most subsequent expenditures are likely to maintain the expected future economic benefits or service potential embodied in an existing intangible asset rather than meet the definition of an intangible asset and the recognition criteria in this Standard. In addition, it is often difficult to attribute subsequent expenditure directly to a particular intangible asset rather than to the entity's operations as a whole. Therefore, only rarely will subsequent expenditure – expenditure incurred after the initial recognition of an acquired intangible asset or after completion of an internally generated intangible asset – be recognised in the carrying amount of an asset. Consistent with paragraph .59 (GRAP 31) subsequent expenditure on brands, mastheads, publishing titles, customer lists and items similar in substance (whether externally acquired or internally generated) is always recognised in surplus or deficit as incurred. This is because such expenditure cannot be distinguished from expenditure to develop the operation as a whole.

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	3-10 years

Intangible assets are derecognised:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of intangible assets is included in surplus when the asset is derecognised.

ACCOUNTING POLICIES

1.7 Heritage assets

Class of heritage assets means a grouping of heritage assets of a similar nature or function in an entity's operations that is shown as a single item for the purpose of disclosure in the financial statements.

Heritage assets are assets that have a cultural, environmental, historical, natural, scientific, technological or artistic significance and are held indefinitely for the benefit of present and future generations.

Brand South Africa's heritage assets comprise of works of art such as collage mirrors, beaded mirrors, beaded sable, sculptures, paintings and jewelled bowls. These items were classified as heritage assets because they meet the definition criteria of GRAP 103. The cost of heritage assets is based on purchase price of the asset subsequently measured using cost model

Recognition

Brand South Africa recognises a heritage asset as an asset if it is probable that future economic benefits or service potential associated with the asset will flow to the entity, and the cost or fair value of the asset can be measured reliably.

Initial measurement

Heritage assets are measured at cost.

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

Subsequent measurement

After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

Impairment

Brand South Africa assesses at each reporting date whether there is an indication that heritage assets may be impaired. If any such indication exists, the entity estimates the recoverable amount or the recoverable service amount of the heritage asset.

Derecognition

The entity derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

1.8 Financial instruments

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.

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.

ACCOUNTING POLICIES

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

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.

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:

- entity designates at fair value at initial recognition.

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.

ACCOUNTING POLICIES

1.8 Financial instruments (continued)

Classification

Brand South Africa has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Cash and cash equivalents	Financial asset measured at amortised cost
Receivables from exchange transactions	Financial asset measured at amortised cost

The entity has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

Class	Category
Payables from exchange transactions	Financial liability measured at amortised cost

Initial recognition

Brand South Africa recognises a financial asset or a financial liability in its statement of financial position when the entity becomes a party to the contractual provisions of the instrument.

Subsequent measurement of financial assets and financial liabilities

The entity measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at fair value.

All financial assets measured at amortised cost, or cost, are subject to an impairment review.

Gains and losses

A gain or loss arising from a change in the fair value of a financial asset or financial liability measured at fair value is recognised in surplus or deficit for the year.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

Impairment and uncollectibility of financial assets

Brand South Africa assesses at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

Financial assets measured at amortised cost:

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit for the year.

ACCOUNTING POLICIES

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised, the previously recognised impairment loss is by adjusting an allowance account. The reversal does not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit for the year.

Financial assets measured at cost:

If there is objective evidence that an impairment loss has been incurred on an investment in a residual interest that is not measured at fair value because its fair value cannot be measured reliably, 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.

Derecognition

Financial assets

Brand South Africa derecognises financial assets using trade date accounting. Brand South Africa derecognises a financial asset only when:

- the contractual rights to the cash flows from the financial asset expire, are settled or waived; entity transfers to another party substantially all of the risks and rewards of ownership of the financial asset; or
- 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, entity :
 - derecognise the asset; and
 - recognise 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 is recognised in surplus or deficit in the period of the transfer.

If entity 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 entity 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.

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

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

If the transferred asset is part of a larger financial asset and the part transferred qualifies for derecognition in its entirety, the previous carrying amount of the larger financial asset is allocated between the part that continues to be recognised and the part that is derecognised, based on the relative fair values of those parts, on the date of the transfer. For this purpose, a retained servicing asset is treated as a part that continues to be recognised. The difference between the carrying amount allocated to the part derecognised and the sum of the consideration received for the part derecognised is recognised in surplus or deficit for the year.

ACCOUNTING POLICIES

1.8 Financial instruments (continued)

If a transfer does not result in derecognition because entity has retained substantially all the risks and rewards of ownership of the transferred asset, entity continues to recognise the transferred asset in its entirety and recognise a financial liability for the consideration received. In subsequent periods, entity recognises any revenue on the transferred asset and any expense incurred on the financial liability. Neither the asset, and the associated liability nor the revenue, and the associated expenses are offset.

Financial liabilities

Brand South Africa removes a financial liability (or a part of a financial liability) from its statement of financial position when it is extinguished – i.e. when the obligation specified in the contract is discharged, cancelled, expires or waived.

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 is recognised. Similarly, a substantial modification of the terms of an existing financial liability or a part of it 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 (or part 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 the Standard of GRAP on Revenue from Non-exchange Transactions.

Presentation

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit for the year.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit for the year.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

Statutory receivables are receivables that arise from legislation, supporting regulations, or similar means, and require settlement by another entity in cash or another financial asset.

Carrying amount is the amount at which an asset is recognised in the statement of financial position.

The cost method is the method used to account for statutory receivables that requires such receivables to be measured at their transaction amount, plus any accrued interest or other charges (where applicable) and, less any accumulated impairment losses and any amounts derecognised.

ACCOUNTING POLICIES

1.9 Tax

Tax expenses

Brand South Africa is exempt from taxation by the South African Revenue Services (SARS) in terms of Section 10 (1)(ca)(1) of the Income Tax 58 of 1962 as amended.

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 Employee benefits

Employee benefits are all forms of consideration given by entity in exchange for service rendered by employees. Termination benefits are employee benefits payable as a result of either:

- entity decision to terminate an employee's employment before the normal retirement date; or
- an employee's decision to accept voluntary redundancy in exchange for those benefits.

Other long-term employee benefits are employee benefits (other than post-employment benefits and termination benefits) that are not due to be settled within twelve months after the end of the period in which the employees render the related service.

Vested employee benefits are employee benefits that are not conditional on future employment.

A constructive obligation is an obligation that derives from entity's actions where by an established pattern of past practice, published policies or a sufficiently specific current statement, entity has indicated to other parties that it will accept certain responsibilities and as a result, entity has created a valid expectation on the part of those other parties that it will discharge those responsibilities.

ACCOUNTING POLICIES

1.11 Employee benefits (continued)

Short-term employee benefits

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

Short-term employee benefits include items such as:

- wages, salaries and social security contributions;
- Short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example, medical care, and free or subsidised goods or services such as housing, cars and cellphones) for current employees.

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

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, entity recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another standard requires or permits the inclusion of the benefits in the cost of an asset.

The expected cost of compensated absences is recognised as an expense as the employees render services that increase their entitlement or, in the case of non-accumulating absences, when the absence occurs. The entity measures the expected cost of accumulating compensated absences as the additional amount that the entity expects to pay as a result of the unused entitlement that has accumulated at the reporting date.

Brand South Africa recognises the expected cost of bonus, incentive and performance related payments when entity has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the Brand South Africa has no realistic alternative but to make the payments.

Post employment benefits

Post-employment benefits are employee benefits (other than termination benefits) which are payable after the completion of employment.

Post-employment benefit plans are formal or informal arrangements under which entity provides post-employment benefits for one or more employees.

Post-employment benefits: Defined contribution plans

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

ACCOUNTING POLICIES

1.11 Employee benefits (continued)

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

- as a liability (accrued expense), after deducting any contribution already paid. If the contribution already paid exceeds the contribution due for service before the reporting date, 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; and
- as an expense, unless another standard requires or permits the inclusion of the contribution in the cost of an asset.

Where contributions to a defined contribution plan do not fall due wholly within twelve months after the end of the reporting period in which the employees render the related service, they are discounted. The rate used to discount reflects the time value of money. The currency and term of the financial instrument selected to reflect the time value of money is consistent with the currency and estimated term of the obligation.

1.12 Provisions and contingencies

Provisions are recognised when:

- the entity 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.

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

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

If Brand South Africa has a contract that is onerous, the present obligation (net of recoveries) under the contract is recognised and measured as a provision.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 25.

ACCOUNTING POLICIES

1.13 Commitments

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

Disclosures are required in respect of unrecognised contractual commitments.

1.14 Revenue from exchange transactions

Revenue is the gross inflow of economic benefits or service potential during the reporting period when those

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.

Inflows result in an increase in net assets, other than increases relating to contributions from owners.

An exchange transaction is one in which Brand South Africa receives assets or services, or has liabilities extinguished, and directly gives approximately equal value (primarily in the form of goods, services or use of assets) to the other party in exchange.

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.

Measurement

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

Partnership income represents conditional sponsorship received from stakeholders.

Partnership income is recognised as revenue once the condition associated with the partnership agreement have been satisfied.

Finance income is recognised on a time-proportion basis using the effective interest method.

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 entity, and
- The amount of the revenue can be measured reliably.

1.15 Revenue from non-exchange transactions

Revenue comprises gross inflows of economic benefits or service potential received and receivable by entity, which represents an increase in net assets, other than increases relating to contributions from owners.

Conditions on transferred assets are stipulations that specify that the future economic benefits or service potential embodied in the asset is required to be consumed by the recipient as specified or future economic benefits or service potential must be returned to the transferor.

Control of an asset arise when entity can use or otherwise benefit from the asset in pursuit of its objectives and can exclude or otherwise regulate the access of others to that benefit.

ACCOUNTING POLICIES

Recognition

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

Brand South Africa satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

Measurement

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

When, as a result of a non-exchange transaction, entity 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 are recognised as revenue.

- When it is probable that the economic benefits or service potential associated with the transaction will flow to the entity.
- When the amount of the revenue can be measured reliably.
- To the extent that there has been compliance with any restrictions associated with the grant. Grants are measured at the fair value received or receivable.

The government grant received does not have any specific condition attached and is recognised as revenue once committed.

1.16 Expenses

Expense arise from transactions, other events such as unrealised increases and decreases in the value of assets and liabilities, and the consumption of assets through depreciation and erosion of service potential and ability to generate economic benefits through impairments.

The Strategic Marketing & Communications Department within Brand South Africa comprises of the following units:

- Research
- Brand Marketing
- Stakeholder Relations
- Global Markets
- Communications

The primary objective of Brand South Africa is to develop and implement proactive and coordinated marketing, reputation and communications strategies for South Africa. This is done through its mandate:

To build South Africa's Nation Brand reputation in order to improve its global competitiveness, and driven through various programmes, domestically and internationally.

In implementing our mandate, we work with and through different stakeholders and agency partners.

Marketing activities generally include creative development for Brand South Africa programmes and campaigns, media buying, on the ground stakeholder collaborations, country brand promotional material, country brand corporate identity development, branding design, collateral management, production costs, content development and all TV, print, radio and

ACCOUNTING POLICIES

1.16 Expenses (continued)

digital advertising material production and creative development. These activities are generally referred to as Integrated marketing and communication activities (IMC). When one looks at the scope of work and the resources required to fulfil the marketing duties, partner agencies provide a supportive structure as they house the resources that Brand South Africa requires in the implementation on its annual performance plan and related activities.

Key to note is that some of these agencies may be on fixed retainer monthly costs and others on an as and when project basis. The fee structure of a retainer is tracked and monitored separately. And project by project agency management fees are costed the respective projects.

See below the definition of the activities which is not an exhaustive list:

Activation costs refer to expenses associated with the design and execution of brand activations, which are typically public-facing initiatives intended to bring the brand to life through immersive engagement.

These costs must be viewed holistically and may include, but is not limited to:

- Creative concept development and execution
- Venue hire, staging, branding, and logistics
- Public-facing elements of larger events
- Interactive exhibitions or installations
- Digital interactive engagements
- Agency project management fees directly tied to the activation
- Production and technical support
- Reporting

Activation costs are not limited to the event day/s alone but include all integrated services (and associated costs) required to conceptualise, coordinate, implement and evaluate the activation.

Agency fees refer to the expenses incurred & payments made to an agency for the services it provides in developing and managing advertising, branding, brand communication strategy and marketing activities. These fees cover the agency's expertise, time, and resources and can be structured in different ways depending on the scope of work and agreement between the client and agency.

Some services would include:

- Strategic brand development;
- Creative concept development;
- Media planning and buying;
- Campaign execution and management;
- Digital and social media marketing;
- Public relations and communication; and
- Research and market insights.

Media buying refers to the procurement of advertising or communication space and time across various media channels—such as television, radio, print, digital, and outdoor platforms—for the purpose of disseminating brand messages to targeted audiences. It is a financial transaction wherein funds are paid in exchange for designated airtime, placement, or space that ensures optimal reach and frequency of campaign content.

ACCOUNTING POLICIES

For financial classification purposes, media buying should be recognised as a cost category under marketing and communication-related expenditure. The total media buying cost may include:

- The actual cost of airtime or space (TV, radio, print, digital banners, sponsored content, etc.);
- Associated agency service fees where applicable (if media buying is coordinated through an agency);
- Planning and strategy related to media scheduling and placement;
- Tracking and reporting tools or systems that support the media performance evaluation.

These costs are directly tied to Brand South Africa's strategic marketing activities and are integral to achieving the organisation's mandate of improving the country's reputation and visibility both locally and internationally.

General expenses are operational expenses incurred to support the execution of the mandate. Refer to note 18 for different nature of general expenses.

1.17 Translation of foreign currencies

Foreign currency transactions

A foreign currency transaction is recorded, on initial recognition in Rands, by applying to the foreign currency amount the spot exchange rate between the functional currency and the foreign currency at the date of the transaction.

At each reporting date:

- foreign currency monetary items are translated using the closing rate;
- non-monetary items that are measured in terms of historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and
- non-monetary items that are measured at fair value in a foreign currency are translated using the exchange rates at the date when the fair value was determined.

Exchange differences arising on the settlement of monetary items or on translating monetary items at rates different from those at which they were translated on initial recognition during the period or in previous financial statements are recognised in surplus or deficit in the period in which they arise.

When a gain or loss on a non-monetary item is recognised directly in net assets, any exchange component of that gain or loss is recognised directly in net assets. When a gain or loss on a non-monetary item is recognised in surplus or deficit, any exchange component of that gain or loss is recognised in surplus or deficit for the year.

Cash flows arising from transactions in a foreign currency are recorded in Rand by applying to the foreign currency amount the exchange rate between the Rand and the foreign currency at the date of the cash flow.

ACCOUNTING POLICIES

1.18 Comparative figures

Where necessary, comparative figures have been restated, adjusted, or reclassified to achieve fair presentation and to conform to changes in presentation that arise to changes in accounting policies, errors, reporting standards and legislation.

All material prior period errors are corrected retrospectively in the first set of financial statements authorised for issue after the discovery by management by;

- restating the comparative amounts for the prior period(s) presented in which the error occurred; or
- if the error occurred before the earliest prior period presented, restating the opening balances of assets, liabilities and equity for the earliest prior period presented.

However, if it is impracticable to determine the period-specific effects of an error on comparative information for one or more prior periods presented, the entity must restate the opening balances of assets, liabilities and equity for then earliest period for which retrospective restatement is practicable.

Further, if it is impracticable to determine the cumulative effect, the beginning of the current period, of an error on all prior periods, the entity must restate the comparative information to correct the error prospectively from the earliest date practicable.

1.19 Fruitless and wasteful expenditure

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

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, and where recovered, it is subsequently accounted for as revenue in the Statement of Financial Performance.

1.20 Irregular expenditure

Irregular expenditure as defined in Section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation, including

- (a) this Act; or
- (b) the State Tender Board Act, 1968 (Act No. 86 of 1968), or any regulations made in terms of the Act; or
- (c) any provincial legislation providing for procurement procedures in that provincial government.

National Treasury Instruction note no. 4 of 2022/2023 which was issued in terms of Sections 76(1)(b)(e) and (f), 2(e) and 4(a) and (c) of the PFMA requires the following (effective from 03 January 2023):

Irregular expenditure that was incurred and identified during the current financial and which was condoned before year end and/or before finalisation of the financial statements must also be recorded appropriately in the irregular expenditure register. In such an instance, no further action is also required with the exception of updating the note to the financial statements.

Irregular expenditure that was incurred and identified during the current financial year and for which condonement is being awaited at year end must be recorded in the irregular expenditure register. No further action is required with the exception of updating the note to the financial statements.

Where irregular expenditure was incurred in the previous financial year and is only condoned in the following financial year, the register and the disclosure note to the financial statements must be updated with the amount condoned.

ACCOUNTING POLICIES

1.20 Irregular expenditure (continued)

Irregular expenditure that was incurred and identified during the current financial year and which was not condoned by the National Treasury or the relevant authority must be recorded appropriately in the irregular expenditure register. If liability for the irregular expenditure can be attributed to a person, a debt account must be created if such a person is liable in law. Immediate steps must thereafter be taken to recover the amount from the person concerned. If recovery is not possible, the accounting officer or accounting authority may write off the amount as debt impairment and disclose such in the relevant note to the financial statements. The irregular expenditure register must also be updated accordingly. If the irregular expenditure has not been condoned and no person is liable in law, the expenditure related thereto must remain against the relevant programme/expenditure item, be disclosed as such in the note to the financial statements and updated accordingly in the irregular expenditure register.

1.21 Segment information

A segment is an activity of an entity:

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

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

Measurement

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the entity's financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

If management uses only one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities in assessing segment performance and deciding how to allocate resources, segment surplus or deficit, assets and liabilities are reported in terms of that measure. If management uses more than one measure of a segment's surplus or deficit, the segment's assets or the segment's liabilities, the reported measures are those that management believes are determined in accordance with the measurement principles most consistent with those used in measuring the corresponding amounts in the entity's financial statements.

1.22 Budget information

The entity is typically subject to budgetary limits in the form of appropriations or budget authorisations (or equivalent), which is given effect through authorising legislation, appropriation or similar arrangements.

General purpose financial reporting by entity shall provide information on whether resources were obtained and used in accordance with the legally adopted budget.

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

The approved budget covers the fiscal period from 2024/04/01 to 2025/03/31.

ACCOUNTING POLICIES

1.22 Budget information (continued)

The 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.

Comparative information is not required.

1.23 Related parties

Brand South Africa operates in an economic sector currently dominated by entities directly or indirectly owned by the South African Government. As a consequence of the constitutional independence of the three spheres of government in South Africa, only entities within the national sphere of government are considered to be related parties.

Related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

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

Joint control is the agreed sharing of control over an activity by a binding arrangement and exists only when the strategic financial and operating decisions relating to the activity require the unanimous consent of the parties sharing control (the venturers).

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 entity, including those charged with the governance of entity in accordance with legislation, in instances where they are required to perform such functions.

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

All transactions with related parties including transactions not at arm's length or not in the ordinary course of the business are disclosed.

1.24 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).

Brand South Africa will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

Brand South Africa 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.

NOTES TO THE FINANCIAL STATEMENTS

2. New standards and interpretations

2.1 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the Brand South Africa's accounting periods beginning on or after 01 April 2025 or later periods but are not relevant to its operations:

Standard/ Interpretation:	Effective date: Years beginning on or after	Expected impact:
Amendments to GRAP 1 on Presentation of financial statements	Not yet effective	Not expected to impact results but may result in additional disclosure
Amended GRAP 104 on Financial Instruments	1 April 2025	Not expected to impact results but may result in additional disclosure
Amendments to GRAP 103 on Heritage Assets	Not yet effective	Not expected to impact results but may result in additional disclosure
Amendments to GRAP 105 on Transfer of functions between entities under common control	Not yet effective	Not expected to impact results but may result in additional disclosure
Amendments to GRAP 106 on Transfer of functions between entities not under common control	Not yet effective	Not expected to impact results but may result in additional disclosure
Amendments to GRAP 107 on Mergers	Not yet effective	Not expected to impact results but may result in additional disclosure

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

3. Property, plant and equipment

	31 March 2025			31 March 2024		
	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated depreciation and accumulated impairment	Carrying value
Leasehold property	1,443,991	(1,443,991)	-	1,443,991	(1,443,991)	-
Furniture and fixtures	3,019,223	(2,118,329)	900,894	2,374,699	(2,210,197)	164,502
Motor vehicles	-	-	-	374,256	(374,256)	-
Office equipment	6,116,870	(4,183,598)	1,933,272	5,134,423	(4,226,925)	907,498
IT equipment	7,297,356	(6,133,861)	1,163,495	6,613,427	(5,563,753)	1,049,674
Total	17,877,440	(13,879,779)	3,997,661	15,940,796	(13,819,122)	2,121,674

Reconciliation of property, plant and equipment - 31 March 2025

	Opening balance	Additions	Disposals	Depreciation	Total
Furniture and fixtures	164,502	859,526	(3,014)	(120,120)	900,894
Office equipment	907,498	1,938,392	(267)	(912,351)	1,933,272
IT equipment	1,049,674	1,059,221	(8,482)	(936,918)	1,163,495
	2,121,674	3,857,139	(11,763)	(1,969,389)	3,997,661

Reconciliation of property, plant and equipment - 31 March 2024

	Opening balance	Additions	Depreciation	Total
Furniture and fixtures	217,745	-	(53,243)	164,502
Office equipment	1,367,565	313,127	(773,194)	907,498
IT equipment	1,649,313	163,110	(762,749)	1,049,674
	3,234,623	476,237	(1,589,186)	2,121,674

Pledged as security

There are no assets that are pledged as a security and no restrictions are attached to the entity's assets.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025			31 March 2024		
4. Intangible assets						
	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value	Cost / Valuation	Accumulated amortisation and accumulated impairment	Carrying value
Computer software	11,244,984	(8,455,016)	2,789,968	11,244,984	(7,330,798)	3,914,186

Reconciliation of intangible assets - 31 March 2025

	Opening balance	Amortisation	Total
Computer software	3,914,186	(1,124,218)	2,789,968

Reconciliation of intangible assets - 31 March 2024

	Opening balance	Amortisation	Total
Computer software	5,038,404	(1,124,218)	3,914,186

Pledged as security

There are no assets that are pledged as a security and no restrictions are attached to the entity's assets.

5. Heritage assets

	Cost / Valuation	Accumulated impairment losses	Carrying value	Cost / Valuation	Accumulated impairment losses	Carrying value
Art Collections	170,556	-	170,556	170,556	-	170,556

Reconciliation of heritage assets - 31 March 2025

	Opening balance	Total
Art Collections	170,556	170,556

Reconciliation of heritage assets - 31 March 2024

	Opening balance	Total
Art Collections	170,556	170,556

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
--	---------------	---------------

Heritage assets

The heritage assets comprise of works of art such as collage mirrors, beaded mirrors, beaded sable, sculptures, paintings and jewelled bowls. These items were classified as heritage assets because they meet the definition criteria of GRAP 103. The cost of heritage assets is based on purchase price of the asset subsequently measured using cost model.

Pledged as security

There are no assets that are pledged as a security and no restrictions are attached to the entity's assets:

Contractual commitments for the acquisition, maintenance and restoration of heritage assets

There are no costs relating to contractual commitments for the acquisition, maintenance and restoration of heritage assets in the current year:

6. Other deposits

At amortised cost

Deposits paid on leased property	749,830	749,830
----------------------------------	---------	---------

Other deposits represent amounts paid over by Brand South Africa as a collateral on the office space rental.

The counterparty has an obligation to return the deposit to Brand South Africa at the end of the lease term on 31 July 2026 when the lease end. The deposit is carried at cost and has not been discounted. There are no other significant terms and conditions associated with the use of collateral.

7. Operating lease liability

Current liabilities	(71,406)	-
---------------------	----------	---

Operating lease liability relates to the rented office building with annual 7% increase within the next two years. The building is situated at 103, Central Street, Houghton, 2041.

The liability is for the period 1 August 2024 to 31 March 2025. The lease commitments relating to operating lease are disclosed in Note 24 (Commitments).

8. Employee benefit obligations

Defined contribution plan

It is the policy of Brand South Africa to provide retirement benefits to all its permanent employees and optional to fixed term employees. Brand South Africa operates a defined contribution provident fund, which is subject to the Pension Fund Act. The Fund is administered by Sanlam as an Umbrella Fund because of its size. Under the current arrangement, both the employer and employee contribute 7.5% of retirement funding with the employer funding the operating costs over and above the retirement contributions.

Brand South Africa is under no obligation to cover any unfunded benefits.

9. Prepayments

Figures in Rand

	31 March 2025	31 March 2024
The total economic entity contribution to such schemes	3,439,406	3,206,219
The number of contributing employees to defined contribution plans	42	39

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Current assets: Prepayments		
Computer license and subscriptions	866,355	2,463,056
Rental expense - rates and taxes	-	294,380
Activations	343,197	204,205
	1,209,552	2,961,641
Non - current assets : Prepayments		
Prepayments - employee bursaries	1,216,275	348,550

Current asset: Prepayments

Computer Licence - relates to software Licence that enable business continuity.

Activations - relates to activations relating to 2024/25 financial period to be carried out between April 2025 and May 2025.

The effects of discounting on expensing of long outstanding prepayments are immaterial as it is below the materiality threshold.

Non-current: Prepayments

Prepayment bursaries - relates to bursaries that are conditionally funded, as employees are expected to pay back the employer by completed 1 service year post completion of studies. Otherwise, they are required to refund the employer for the fees paid. The pay-back is not expected within the next 12 months.

Please refer to note 32 for details pertaining to prior period error of R348 550.

10. Receivables from exchange transactions

Trade debtors	6,770,454	3,440,414
Income accrued	163,386	382,601
Staff debt	344,153	122,712
Other receivables	109,352	-
	7,387,345	3,945,727

Trade receivables past due

Trade receivables mainly comprise of strategic partnerships.

The ageing of amounts past due but not impaired is as follows:

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Within 30 days due	4,500,000	3,440,414
More than 30 days due	2,270,454	-

11. Cash and cash equivalents

Cash and cash equivalents is not restricted and consist of:

Cash on hand	-	-
Bank balances	24,048,565	49,910,243
	24,048,565	49,910,243

Credit quality of cash at bank and short-term deposits, excluding cash on hand

Credit rating

Nedbank: Ba1	24,048,565	49,910,243
--------------	------------	------------

12. Provisions

Reconciliation of provisions - 31 March 2025

	Opening Balance	Additions	Utilised during the year	Total
Leave provision	2,051,159	3,565,500	(3,165,715)	2,450,944
Bonus provision	14,783,952	2,214,246	(11,050,826)	5,947,372
Provision for penalties and fines	1,530,000	-	(83,600)	1,446,400
	18,365,111	5,779,746	(14,300,141)	9,844,716

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025		31 March 2024	
	Opening Balance	Additions	Utilised during the year	Total
Leave provision	2,114,630	3,693,394	(3,756,865)	2,051,159
Bonus provision	7,844,308	7,166,766	(227,122)	14,783,952
Provision for penalties and fines	1,530,000	-	-	1,530,000
Provision - employee reimbursement	3,379,967	3,341,033	(6,721,000)	-
	14,868,905	14,201,193	(10,704,987)	18,365,111

The leave provision relates to employees' accumulated annual leave at reporting date, 31 March 2025. The provision is based on the assumption that employees will commute leave on demand and on resignation.

The bonus provision relates to Brand South Africa's best estimate for performance related bonus payment at 31 March 2025. The performance bonuses have been determined using the Brand South Africa's performance bonus policy.

The provision for penalties and fines relates to the penalty imposed by the Department of Labour for non-compliance with Employment Equity requirements for 2021/22 financial period. The organisation is required to source and appoint candidates for vacant positions from unemployment database provided by Department of Labour in order to amortise the provision. To date, only the HR intern was appointed from Department of Labour database and the salary cost has been amortised accordingly.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
13. Payables from exchange transactions		
Trade payables	7,726,519	13,303,118
Salary related payables	1,193,909	559,127
Accrued operating expenses	1,641,147	4,737,649
Total	10,561,575	18,599,894
Ageing of trade payables		
Current	3,877,731	13,303,118
=<30days	3,248,140	-
=>60days(i)	600,648	-
	7,726,519	13,303,118

(i) => 60 days - relates to supplier accounts that are in disputes and awaiting further documents.

The effects of discounting on clearing of long outstanding accruals is immaterial as it is below the materiality threshold

14. Total Revenue

Other income	598,600	363,902
Grant received - conditional	-	290,895
Partnership income	10,200,000	2,500,000
Finance income	2,902,646	3,854,762
Gain on sale of assets	154,179	-
Government grant	186,716,000	214,392,000
	200,571,425	221,401,559
The amount included in revenue arising from non-exchange transactions is as follows:		
Transfer revenue		
Government grants-unconditional	186,716,000	214,392,000

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
15. Revenue from exchange transactions		
Gain on sale of assets	154,179	-
Other income	598,600	363,902
Grants received - conditional	-	290,895
Finance income	2,902,646	3,854,762
Partnership Income	10,200,000	2,500,000
	13,855,425	7,009,559

Other income - consists of miscellaneous amounts recovered from employee related transactions.

Partnership income - consists of sponsorship payments received from partnering with private and public sector organisations

16. Finance Income

Interest revenue

Cash and bank deposits	2,902,646	3,854,762
------------------------	-----------	-----------

The total interest income earned by Brand South Africa is from call account at an average interest rate of 7.24% per annum (March 2024: 7.42% per annum). Brand South Africa invests its money with Nedbank which has a Ba1 rating.

17. Employee related costs

Basic	35,976,774	44,046,882
Bonus	2,214,246	7,166,766
Medical aid - company contributions	503,933	596,755
UIF	109,245	111,022
WCA	462,060	429,399
SDL	571,195	453,839
Leave pay	1,474,310	627,525
Defined contribution plans	3,439,406	3,206,219
Travel, motor car, accommodation, subsistence and other allowances	75,617	85,832
Overtime payments	6,780	7,870
Long-service awards	170,000	110,000
Acting allowances	7,549,338	8,743,214
Travel allowance	1,591,629	1,261,986
	54,144,533	66,847,309

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Remuneration of Chief Executive Officer - N. Matjie (appointed 13 January 2025)		
Annual Remuneration	712,216	-
Contributions to UIF, Medical and Pension Funds	39,461	-
Other reimbursement	5,940	-
	757,617	-
Remuneration of Acting Chief Financial Officer - V. Sibiya (Secondment from 01 September 2024 - date)		
Acting Allowance	681,656	-
Contributions to UIF, Medical and Pension Funds	1,063	-
Other reimbursement	1,259	-
	683,978	-
Remuneration of Acting Chief Executive Officer - S Ntombela (Acting from 01 April 2024 to 21 December 2024)		
Annual Remuneration	966,524	1,204,115
Travel Allowance	135,000	180,000
Acting allowance	1,996,571	2,331,949
Performance bonus	276,729	-
Contributions to UIF, Medical and Pension Funds	126,265	155,395
Backpay - Cost of living adjustment	101,615	-
Reimbursive expenses	32,615	60,831
	3,635,319	3,932,290

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
17. Employee related costs (continued)		
Remuneration of Acting Director Corporate Services - T. Gaokgorwe (Acting from 08 November 2022 - 06 August 2023)		
Annual Remuneration	-	566,499
Acting Allowance	-	307,031
Contributions to UIF, Medical and Pension Funds	-	63,162
Other reimbursive expenses	-	1,899
	-	938,591
Remuneration of Acting Director: Governance, Legal & Secretariat - K Sibanyoni [Seconded from 02 July 2024 to 30 September 2024]		
Acting allowance	190,005	-
Contribution to UIF, Medical aid and pension	354	-
	190,359	-
Remuneration of Director: Governance, Legal & Secretariat - S.S Nyoni [Resigned 30 June 2024]		
Annual Remuneration	525,245	2,033,101
Long service award	15,000	-
Performance Bonuses	398,537	-
Contributions to UIF, Medical and Pension Funds	46,877	183,121
Leave payout	174,048	-
Backpay - Cost of living adjustment	146,536	-
	1,306,243	2,216,222
Remuneration of Acting Chief Financial Officer - Z. Zibi (Acting from 01 October 2022 - 31 August 2024)		
Annual Remuneration	452,258	1,019,362
Acting Allowance	602,918	1,274,629
Performance Bonuses	200,680	-
Contributions to UIF, Medical and Pension Funds	43,182	97,652
Backpay - Cost of living adjustment	92,480	-
Other reimbursive expenses	2,891	1,803
Long service award	10,000	-
	1,404,409	2,393,446

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
17. Employee related costs (continued)		
Remuneration of Acting Director Corporate Services - L. Gumbi (Acting from 01 December 2023 - 30 September 2024)		
Annual Remuneration	497,012	918,479
Acting Allowance	748,789	467,384
Performance Bonuses	177,726	-
Contributions to UIF, Medical and Pension Funds	38,339	71,011
Backpay - Cost of living adjustment	82,013	-
Other reimbursement	216	-
	1,544,095	1,456,874
Remuneration of Acting Director Corporate Services - T. Ntabeni (Secondment from 07 August - 30 November 2023)		
Acting Allowance	-	243,476
Contributions to UIF, Medical and Pension Funds	-	531
	-	244,007
Remuneration of Acting Chief Marketing Officer - T.D Modise (Acting from 01 October 2023 - 31 March 2024)		
Annual Remuneration	-	1,331,470
Acting Allowance	-	687,328
Contributions to UIF, Medical and Pension Funds	-	101,986
Other reimbursements	-	85,138
	-	2,205,922
Remuneration of Director of Corporate Services - M. Nyathi (Employed from 01 May 2022 - 06 April 2023)		
Annual Remuneration	-	32,836
Contributions to UIF, Medical and Pension Funds	-	177
Leave payout	-	133,775
	-	166,788
Remuneration of Acting Chief Marketing Officer - N. Mabuza (Acting from 01 April 2024 - 30 September 2024)		
Annual Remuneration	733,745	715,055
Acting Allowance	739,896	608,993
Performance Bonuses	285,840	-
Contributions to UIF, Medical and Pension Funds	86,250	80,008
Backpay - Cost of living adjustment	96,712	-
Reimbursive expense	50,160	39,437
	1,992,603	1,443,493

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Remuneration of Acting Director of Corporate Services - L. Petlele (Seconded from 21 October 2024 - 18 December 2024)		
Acting Allowance	158,150	-
Contributions to UIF, Medical and Pension Funds	354	-
Other reimbursement	858	-
	159,362	-
18. General expenses		
Advertising	1,908,633	2,710,737
Auditors remuneration	4,445,513	3,129,824
Bank charges	31,573	34,512
Computer expenses	3,581,195	2,963,418
Consulting and professional fees - Other	2,504,796	4,583,373
Courier & Delivery expenses	113,509	91,494
Consulting and professional fees -Legal fees (i)	1,864,789	665,844
Insurance	320,714	366,669
Conferences and Seminars (ii)	817,793	8,239,338
Motor vehicle expenses	77,920	203,439
Placement fees	914,003	1,144,380
Printing and stationery	29,271	222,673
Project maintenance costs (iii)	2,318,275	231,271
Repairs and maintenance	479,365	433,353
Staff Wellness expenses	139,143	81,774
Subscriptions and membership fees (v)	159,841	4,097,594
Telephone and internet	1,907,934	1,860,919
Staff training and development	70,217	53,644
Travel and subsistence-domestic	6,360,184	4,715,129
Travel and subsistence- overseas	4,341,783	2,779,015
Water and electricity	1,630,928	1,275,660
Other operating expenses	195,754	428,307
Removal and storage costs	32,434	10,813
Board remuneration (iv)	1,761,063	68,379
	36,006,630	40,391,559

(i) Consulting and professional fees (Legal fees) - the variance is attributable to the absence of legal unit, resulting in outsourcing of legal services to handle employee litigations.

(ii) Conferences and Seminars - the variance is attributable to reduced usage of conference facilities, when compared to previous financial year.

(iii) Project maintenance costs - relates to administration/service fees charged by travel agencies on travel projects, i.e, WEF etc.

(v) Subscriptions and membership fees - WEF membership for 2025/26 payment delayed to quarter one (1) of 2025/26.

(iv) Board remuneration - Board members were only appointed on 20 March 2024, and the remuneration only started in 2024/25 financial period.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
19. Brand, Communication and Reputation costs		
Agency - Digital Comm	3,099,529	-
Research fees	1,406,335	1,792,649
Branding and collateral	2,439,419	2,377,331
Media buy	17,020,774	37,530,882
Agency - Digital management	3,433,796	3,977,346
Agency - Reputation management (i)	15,817,671	4,841,193
Agency - Public relations & communication (ii)	3,020,410	1,056,549
Activation fees - Domestic and International activities (iii)	63,911,988	56,460,351
	110,149,922	108,036,301

- (i) Agency (Reputation management) - the variance is due to the increased budget allocation for the implementation of WEF Davos and 30 years of Democracy campaigns amongst other projects.
- (ii) Agency (Public relations & communication) - the variance is attributable to the increased budget allocation for the implementation of domestic and international PR for media hosting, WEF and 30 years of Democracy campaigns.
- (iii) Activation fees - Domestic and International activities - the variance is attributable to the the increased budget allocation for the implementation of WEF project costs.

20. Auditors' remuneration

External audit	3,375,931	2,929,070
Internal audit	1,069,582	200,754
	4,445,513	3,129,824

21. Operating surplus

Operating surplus (deficit) for the year is stated after accounting for the following:

Operating lease charges		
Premises		
• Contractual amounts-Office rental JHB Equipment	3,064,914	2,797,671
• Contractual amounts	200,553	82,702
	3,265,467	2,880,373
Gain on disposal of assets	(154,179)	-
Depreciation and Amortisation expense	3,093,493	2,713,403
Employee costs	54,144,533	66,847,309

22. Repairs and maintenance

- Office building	488,824	433,353
-------------------	---------	---------

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
23. Cash (used in) generated from operations		
Surplus (Deficit) for the year	(6,065,234)	309,859
Adjustments for: Depreciation and amortisation	3,093,493	2,713,403
Gain on disposal of assets	(154,179)	-
Gain on foreign exchange	(23,385)	(125,796)
Movements in lease liability	71,405	-
Movements in provisions	(8,520,394)	3,496,205
Changes in working capital:	884,364	3,218,504
Prepayments		
Receivables from exchange transactions	(3,441,618)	(2,074,909)
Other deposits	-	56,861
Payables from exchange transactions	(8,014,934)	10,356,278
	(22,170,482)	17,950,405

24. Commitments**Total commitments**

Authorised capital expenditure	-	2,433,421
--------------------------------	---	-----------

Capital expenditure - refers to authorised expenditure on capital assets as at 31 March 2024, comprising of office furniture, computers and office equipment. The assets were subsequently delivered in the current year.

As of 31 March 2025, there are no capital commitment.

Operating leases - as lessee (expense)

Operating lease payments represent rentals payable by Brand South Africa for its office space located at 103 Central Street Houghton. The lease for the building for the Houghton office was renewed for a further 2 year on the 01 August 2024 to 31 July 2026

Minimum lease payments due

- Lease payments due in one year	3,203,054	-
- Due in 2 to 5 years	1,091,487	-
	4,294,541	-

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Operating lease payments for office equipment represent rentals payable by Brand South Africa for leasing of Printers for a period of 3 years from 01 December 2023 until 30 November 2026.		
Rental expenses relating to operating leases		
- Lease payments due in one year	198,720	198,720
- Due in 2 to 5 years	132,480	331,200
	331,200	529,920

25. Contingencies

Brand South Africa terminated a contract with a service provider in 2018, and the case is pending before the High Court. The estimated impact of the termination of the contract is R4, 000, 000. However, the management of the entity considers the prospects of success of the case against Brand South Africa to be remote.

The aforementioned service provider has informed Brand South Africa that it would no longer be pursuing litigations against Brand South Africa but has refused to formally notify the court and tender Brand South Africa's wasted legal costs.

In addition, there are currently two pending legal proceedings against the entity by two (2) former Brand South Africa employees. Both litigations are before the Labour Court. These cases are expected to be resolved within the next two financial years. The combined estimated financial impact on the cases is R10 002 085.

Management of the entity considers the prospects of success of two of the cases brought against Brand South Africa to be good.

26. Related parties

Related party

The Presidency
 The South African Broadcasting Corporation (SABC)
 National Treasury
 Department of Mineral Resources and Energy
 Proudly South African
 Department of Trade and Industry
 Council for Scientific and Industrial Research (CSIR)
 Department of International Relations and Cooperation (DIRCO)
 Members of key management
 Department of Communications and Digital Technologies (DCDT)
 Media, Information and Communication Technologies (MICT) SETA
 Media Development and Diversity Agency (MDDA)
 Government Communication and Information Systems (GCIS)
 South African Social Security Agency (SASSA)

Executive Authority
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Refer to note 17
 Strategic Partner trade and related activities
 Strategic Partner trade and related activities
 Entity of the same Executive Authority
 Executive Authority
 Strategic Partner trade and related activities

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
Related party transactions		
Transfer payments	186,716,000	214,932,000
The Presidency through GCIS		
Amounts included in revenue from exchange transactions	-	290,895
MICT SETA		
Amount included in employee costs regarding related parties		528,521
SASSA	-	-
SABC	656,256	-
DCDT	119,679	-

Related party balances

There are no related party balances.

Remuneration of Board members**Board members****2025**

Name	Fees paid and re-imbursable expenses	Total
Ms Ipeleng Selele (Chairperson)	348,581	348,581
Ms Zama Mkosi (Deputy Chairperson)	100,566	100,566
Ms Emy Casaletti-Bwalya	96,140	96,140
Rachel Kalidass	192,767	192,767
Ms Loretta Jacobus	128,830	128,830
Adv Cawekazi Mahlali	161,904	161,904
Prof Hlengani Mathebula	165,544	165,544
Mr Jerry Mpufane	144,030	144,030
Mr Lumko Mtimde	143,528	143,528
Ms Dzaweze Ratshikuni	192,943	192,943
Mr Bohani Shibambu	160,501	160,501
	1,835,334	1,835,334

The Brand South Africa board members are paid fees as per the National Treasury circular relating to committee fees. The Board of Trustees were appointed by the President effectively from 20 March 2024.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
--	---------------	---------------

27. Risk management

Financial risk management

Brand South Africa's activities expose it to a variety of financial risks: market risk (including currency risk, fair value interest rate risk, cash flow interest rate risk and price risk), credit risk and liquidity risk.

Brand South Africa's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on Brand South Africa's financial performance. Risk management is carried out by management under policies approved by the accounting authority. The entity identifies, evaluates and hedges financial risks in close co-operation with Brand South Africa's operating units. The accounting authority provides written principles for overall risk management, as well as written policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk, use of derivative financial instruments and non-derivative financial instruments, and investment of excess liquidity.

Liquidity risk

Brand South Africa's risk to liquidity is a result of the funds available to cover future commitments. Brand South Africa manages liquidity risk through an ongoing review of future commitments.

Credit risk

Brand South Africa is exposed to credit risk mainly on cash deposits, cash equivalents, and trade debtors. Brand South Africa only deposits cash in a major bank with high quality credit standing.

Trade receivables are concentrated around a few major strategic partners. These are assessed to be high quality as they usually pay up their accounts within thirty (30) days of invoicing.

	31 March 2025	31 March 2024
Financial instrument		
Nedbank call account	22,144,922	38,644,922
Nedbank current account	1,903,643	11,265,321
Receivables from exchange transactions	7,136,793	3,945,727

Market risk

Interest rate risk

Brand South Africa's income and operating cash flows are largely independent of changes in market interest rates even though it generates investment revenue from excess cash deposited in the call account.

Foreign exchange risk

Brand South Africa operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the US dollar, Eurozone Currency (EURO), Swiss Franc (CHF) and the Great Britain Pound (GBP). Foreign exchange risk arises from future commercial transactions and liabilities.

NOTES TO THE FINANCIAL STATEMENTS

Figures in Rand

	31 March 2025	31 March 2024
27. Risk management (continued)		
Foreign currency exposure at statement of financial position date		
Liabilities		
Current, CHF 180 000	-	3,759,012
Current, EUR 193 000	-	3,925,060
Exchange rates used for conversion of foreign items were:		
CHF		20,8834
EUR		20,3371

Brand South Africa reviews its foreign currency exposure, including commitments on an ongoing basis.

28. Going concern

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

Brand South Africa is considered to be a going concern after considering the following factors:

- The organisation's total assets exceeds total liabilities. This is represented by a current ratio of 1.6:1, which implies that, the current assets exceeds current liabilities by 60% and should be able to payoff short-term debts.
- There are no indications from the Executive Authority that the approved grant allocation for the financial year 2025/2026 will be stopped and the entity will continue to pursue its mandate in the foreseeable future.
- The energy crisis has not posed any going concern challenges to the entity.

The financial statements of Brand South Africa for the year ended 31 March 2025 have therefore been prepared on a going concern basis after the above factors have been considered

29. Fruitless, wasteful and irregular expenditure

There was no irregular, fruitless and wasteful expenditure that was incurred and confirmed in the current year. National Treasury Instruction Note no. 4 of 2022/23 requires that irregular, fruitless and wasteful expenditure incurred and confirmed in previous years be disclosed on the respective registers and annual report only.

30. Events after the reporting date

There are no adjusting and non-adjusting events after the reporting date affecting 2024/25 financial reporting.

31. Prior period errors

In the prior year, conditional bursaries paid to employees were erroneously expensed. Bursaries are conditionally funded as employees are expected to pay back the employer by completing one service year post completion of studies, otherwise they are required to refund the employer for the fees.

The correction of the error results in the following adjustments relating to the prior year (2024) amounts :

Effect on the Statement of financial position:

Increase in prepayments (non-current assets)	R348,664
--	----------

Effect on the Statement of change in Net Assets

Increase in accumulated surplus	R348,664
---------------------------------	----------

Effect on the Statement of financial performance

Decrease in General expenses	(R348,664)
------------------------------	------------

32. Segment reporting

The operating model for country offices is on a shuttle mission. Therefore, management assessed and concluded that there are no segments.



DEMOCRACY | FREEDOM | RESILIENCE

BRAND SOUTH AFRICA

103 Central Street, Houghton 2198, Johannesburg, Gauteng

Contacts Tel +27 11 483 0122 | Fax: +27 11 483 0124

Email Info@Brandsouthafrica.com

RP187/2025

ISBN: 978-1-77997-888-2

www.brandsouthafrica.com



Inspiring new ways