



national consumer tribunal

BOLDLY SASSY

SHAPING
CONSUMER
JURISPRUDENCE

PURPOSEFULLY
CREATING **IMPACT**

**ANNUAL
REPORT
2025/26**



Office of the Registrar

POSSIBILITIES

PURPOSE



PASSION



PEOPLE

SASSY

IMPACT

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national consumer tribunal

PART A **GENERAL INFORMATION**

1. GENERAL INFORMATION

REGISTERED NAME	NATIONAL CONSUMER TRIBUNAL (NCT OR THE TRIBUNAL)
PHYSICAL ADDRESS	Ground floor, East Wing Building B Lakefield Office Park 272 West Avenue (Cnr West Ave and Lenchen Ave North) Centurion 0157
POSTAL ADDRESS	Private Bag X 110, Centurion, 0046
TELEPHONE NUMBER/S	010 590 5200
EMAIL ADDRESS	registry@thenct.org.za
WEBSITE ADDRESS	www.thenct.org.za
EXTERNAL AUDITORS	MNB Chartered Accountants Appointed 1 March 2024
INTERNAL AUDITORS	RAiN Chartered Accountants Inc Appointed 1 October 2023
BANKERS	Nedbank Ltd Reserve Bank of South Africa 370 Helen Joseph Street Pretoria, 0002
COMPANY SECRETARY	N/A

2. LIST OF ABBREVIATIONS/ACRONYMS

AI Artificial Intelligence

ARC Audit and Risk Committee

AFS Annual Financial Statements

B-BBEE Broad-Based Black Economic Empowerment

COO Chief Operating Officer

CMS Case Management System

CPA Consumer Protection Act, Act No. 68 of 2008

DC Debt Counsellor

DRA Debt Rearrangement Agreement

dtic Department of Trade, Industry and Competition

HR Human Resources

ICT Information and Communications Technology

KPI Key Performance Indicator

NCA National Credit Act, Act No. 34 of 2005

NCC National Consumer Commission

NCR National Credit Regulator

Tribunal National Consumer Tribunal

Non-DRA Non-Debt Rearrangement Agreement

OHS Occupational Health and Safety

PAJA Promotion of Administrative Justice Act, Act No. 3 of 2000

PFMA Public Finance Management Act, Act 1 of 1999

SCM Supply Chain Management



3. FOREWORD BY THE MINISTER

It is my privilege to present the Annual Report of the National Consumer Tribunal (Tribunal) for the 2025/26 financial year. As an independent adjudicative body established in terms of the National Credit Act, 2005 (NCA) and the Consumer Protection Act, 2008 (CPA), the Tribunal continues to play an important role in protecting consumers, strengthening confidence in South Africa's regulatory framework, and supporting fair, transparent and competitive markets.

Effective consumer protection is fundamental to inclusive economic growth. Consumers who have confidence that their rights will be upheld are better able to participate in the economy, while businesses benefit from a fair and predictable regulatory environment. Through its independent adjudication of consumer and credit matters, the Tribunal reinforces these principles and contributes to a marketplace that promotes accountability, fairness and responsible conduct.

The year under review reflects another period of strong institutional performance. The Tribunal achieved 100% of its annual performance targets and obtained its 14th consecutive clean audit, reflecting sustained sound governance, accountability and financial management. The Tribunal's judgments provide redress to consumers while shaping business conduct and providing greater legislative and regulatory clarity, contributing to a more certain and conducive marketplace for growth.

The Tribunal's efficient adjudication of debt review matters supports the financial sustainability of both consumers and credit providers. Debt review orders assist consumers to meet their financial obligations and protect their assets from repossession, while providing credit providers with an effective mechanism to recover debt that may otherwise be difficult to collect.

I commend the Executive Chairperson, Tribunal Members, management and staff for their continued dedication and professionalism. Their work contributes meaningfully to the priorities of the Department of Trade, Industry and Competition (**the dtic**) and to the broader objectives of Government.

Mr Parks Tau, MP

Minister of Trade, Industry and Competition

4. FOREWORD BY THE DEPUTY MINISTER



It is my privilege to introduce the Tribunal's Annual Report for the 2025/26 financial year. This year marked the commencement of the Tribunal's 2025–2030 Strategic Plan, setting a clear direction, as the Tribunal continues to strengthen access to justice and respond to an increasingly dynamic consumer and consumer-credit environment.

While the Tribunal has continued to deliver excellent operational results, what is particularly encouraging is the manner in which it is positioning itself for the future. The Tribunal is embracing digital transformation, exploring the responsible use of artificial intelligence (AI) and redesigning business processes to improve efficiency, consistency and accessibility. These initiatives demonstrate the Tribunal's commitment to ensuring that it remains agile, innovative and capable of meeting future demands while maintaining the highest standards of adjudication.

Equally significant is the Tribunal's strategic evolution beyond its traditional adjudicative role. Through its Strategic Plan, the Tribunal has embraced a convening role within South Africa's consumer and consumer-credit ecosystem, creating opportunities for regulators, industry, consumer representatives, debt counsellors and other stakeholders to collaborate on emerging challenges and share knowledge. This approach strengthens the broader consumer protection framework and supports a more coordinated and responsive regulatory environment.

The achievements recorded during the year, including the achievement of 100% of annual performance targets and the attainment of a 14th consecutive clean audit, provide a strong platform from which to advance this strategic vision. They demonstrate an institution that combines operational excellence with a clear focus on continuous improvement and long-term sustainability.

I congratulate the Executive Chairperson, Tribunal members, management and staff on another successful year. I am confident that the Tribunal will continue to build on this momentum and further strengthen its contribution to consumer protection, regulatory excellence and inclusive economic development.

A handwritten signature in black ink, appearing to read 'Zuko Godlimpi'.

Mr Zuko Godlimpi, MP

Deputy Minister of Trade, Industry and Competition



5. FOREWORD BY THE EXECUTIVE CHAIRPERSON

“**WORK WITH
FLAIR AND
NOT FEAR**”

INTRODUCTION

I am honoured to present the Tribunal's Annual Report and Audited Financial Statements for the 2025/26 financial year. This reporting period marks the first year of implementing the Tribunal's Strategic Plan 2025–2030, already yielding meaningful progress across several strategic priorities. Despite a constrained economic environment, rising inflationary pressures, and global instability, including the conflict in Iran and its geopolitical implications, the Tribunal has continued to deliver on its mandate with resilience and innovation. These developments, together with domestic economic responses, may increase financial distress amongst consumers and lead to more debt review applications next year.

Against this backdrop, the Tribunal has remained steadfast in promoting access to justice, regulatory fairness, and consumer protection. The Tribunal achieved 100% of its output indicators, reflecting strong performance and operational discipline. This year also marked the Tribunal's 14th consecutive clean audit, reinforcing our commitment to sound governance, accountability, and fiscal prudence. This reflects the dedication of our staff, Tribunal members, oversight committees, stakeholders, and strategic partners who continue to position the Tribunal as a responsive, innovative adjudicative institution.

PERFORMANCE HIGHLIGHTS – A STRATEGIC OVERVIEW

The Tribunal continues to play a vital role within South Africa's consumer protection and credit regulation landscape. During the first year of the Strategic Plan 2025–2030, the Tribunal made significant strides in advancing digital transformation and operational innovation, particularly by developing artificial intelligence solutions to enhance adjudicative efficiency, case management, and data-driven decision-making.

The Tribunal achieved 100% of its annual performance targets and continued to improve operational performance across key adjudicative areas.

The Tribunal also continued to give practical effect to the **dtic** priorities through developmental and empowerment initiatives. During the year under review, the Tribunal expanded its internship programme, offered job shadowing opportunities to young people, and hosted five youth empowerment sessions focused on interview preparation and curriculum vitae (CV) writing. These initiatives support youth development, skills transfer, and the Tribunal's broader developmental role in the public sector.

DEBT REARRANGEMENT AGREEMENTS (DRAS)

The Tribunal remains a cornerstone of South Africa's debt review ecosystem, providing consumers with accessible, affordable, and effective mechanisms for debt rehabilitation. Although overall filings declined, this trend should be viewed within the broader context of developments in the debt counselling industry.

The Tribunal achieved its highest-ever DRA efficiency rates in the current financial year. The Tribunal's continued investment in digital innovation has strengthened confidence in the debt review system and reinforced its position as the preferred adjudicative platform for DRAs nationwide.

“During the year under review, the Tribunal expanded its internship programme, offered job shadowing opportunities to young people, and hosted five youth empowerment sessions focused on interview preparation and curriculum vitae writing.”

NON-DEBT REARRANGEMENT AGREEMENTS (NON-DRA)

The Tribunal maintains confidence through procedural integrity, legal clarity, and transparent decision-making. The Tribunal's Non-DRA caseload shows growing maturity in handling prohibited conduct, consumer disputes, and enforcement matters. Through efficient adjudication, it reinforces accountability in consumer protection.

CHALLENGES AND OPPORTUNITIES ICT INNOVATION

Digital innovation remains central to our strategy and continues to drive operational excellence across the institution. During the year under review, the Tribunal made significant progress in developing artificial intelligence capabilities to enhance adjudicative processes, improve data analytics, and support intelligent case management systems. This forms part of the Tribunal's broader objective of building a technologically agile adjudicative institution.

The Tribunal's investment in artificial intelligence-driven solutions is expected to enhance consistency in decision-making, improve turnaround times, strengthen quality assurance, and support the efficient management of high-volume applications. These advancements further support the Tribunal's commitment to fiscal prudence by enabling greater scalability without increases in operational expenditure.

The continued enhancement of digital platforms and automation systems has driven the Tribunal's record adjudicative efficiencies. These innovations position the Tribunal to respond effectively to future caseload growth and evolving industry demands while maintaining accessibility, fairness, and procedural integrity.

OUR STRATEGIC FOCUS OVER THE MEDIUM TO LONG-TERM

The 2025/26 financial year marked the successful commencement of the Tribunal's Strategic Plan 2025–2030. The Tribunal made meaningful progress toward strengthening its role as a thought leader, convenor, and centre of adjudicative excellence within the consumer and credit regulation environment. The Tribunal's growing convenor role has enabled deeper industry engagement, improved stakeholder collaboration, and enhanced institutional insight into systemic challenges affecting consumers and the debt review process. These interactions help the Tribunal support broader development and access-to-justice efforts.



EXCO Team

Looking ahead, the Tribunal will continue to strengthen its proactive role in the sector by facilitating dialogue, promoting best practices, supporting innovation, and contributing to policy development through evidence-based insights and jurisprudential leadership. The Tribunal remains committed to expanding access to justice, leveraging technology to improve service delivery, and advancing socio-economic justice through fair, efficient, and responsive adjudication.

The Tribunal's long-term vision remains anchored in building a world-class adjudicative institution characterised by digital innovation, institutional resilience, stakeholder collaboration, and the protection of consumer rights.

FISCAL PRUDENCE AND GOOD GOVERNANCE

The Tribunal continues to uphold strong governance, accountability, and financial management. The year under review marked the institution's 14th consecutive clean audit, reflecting the strength of the Tribunal's internal controls, governance structures, and compliance culture.

Despite fiscal constraints and economic uncertainty, the Tribunal continued to manage its resources prudently while fully delivering on its statutory mandate and achieving all planned output indicators. The Tribunal's ongoing investments in digital innovation, process automation, and operational efficiencies continue to improve its cost-to-impact ratio and strengthen institutional sustainability.

These achievements are underpinned by the commitment and professionalism of the Tribunal's staff, management, Tribunal members, and governance structures, ensuring that the institution remains resilient, accountable, and responsive to the needs of South African consumers and stakeholders.

ACKNOWLEDGMENTS

I express my sincere gratitude to the Honourable Minister of Trade, Industry and Competition, Mr Parks Tau, and Deputy Minister, Mr Zuko Godlimpi, for their exemplary leadership. I also extend my appreciation to Dr Evelyn Masotja, the Consumer and Corporate Regulation Division team, Ms Nontombi Matomela, and colleagues involved in Public Entity Oversight for their invaluable guidance.

I thank all Tribunal members, management, and staff for their professionalism and dedicated commitment. It would be remiss not to acknowledge the unwavering support and guidance of our governance committee chairpersons and committee members.

CONCLUSION

The Tribunal is a vital component in advancing South Africa's goal of a fair, inclusive economy. The 2025/26 financial year marked the first year of implementing the Strategic Plan 2025–2030, laying a foundation for growth.

Despite economic challenges, the Tribunal has shown resilience and a strong commitment to justice. Through investments in technology, collaboration, and youth development, it has strengthened its role and contributes to consumer protection.

The Tribunal will continue to innovate through digital transformation, artificial intelligence, collaboration, and efficiency to ensure it serves the South African public, guided by our mandate, vision, and the resilience of our communities.



Mr Trevor Bailey

Executive Chairperson
National Consumer Tribunal

6. OVERVIEW BY THE EXECUTIVE CHAIRPERSON

GENERAL FINANCIAL REVIEW OF THE PUBLIC ENTITY AND SPENDING TRENDS

The Tribunal continued to demonstrate sound financial management and operational resilience in delivering on its legislative mandate under the NCA and CPA during the 2025/26 financial year. The year under review marked the first year of implementing the Tribunal's Strategic Plan 2025–2030, and saw the Tribunal continue to strengthen operational performance, digital transformation and institutional governance.

Total revenue recognised for the financial year amounted to R88.65 million, comprising government grant revenue of R53.73 million and exchange revenue of R34.92 million. Exchange revenue was derived primarily from filing fees of R30.87 million and interest income of R3.99 million.

The Tribunal continued to exercise prudent financial management and cost containment while advancing strategic investments in technology, digital innovation and process automation. These initiatives aim to improve operational efficiency, strengthen service delivery and support the institution's long-term sustainability.

Total expenditure for the year amounted to R81.82 million, compared with R79.79 million in the previous financial year. Employee-related costs remained the Tribunal's largest expenditure category at R52.29 million, reflecting the labour-intensive nature of the Tribunal's adjudicative and administrative functions. Other significant expenditure included administrative expenses, operating expenditure and fees paid to part-time Tribunal members.

Following the repayment of R6.42 million in previously accumulated surplus funds, the Tribunal recorded a net surplus of R409,448 for the 2025/26 financial year.

As of 31 March 2026, the Tribunal reported total assets of approximately R64.47 million, with cash and cash equivalents of approximately R58.81 million. Total liabilities amounted to approximately R30.53 million, resulting in net assets and an accumulated surplus of approximately R33.95 million. The Tribunal's liabilities included R16 million in deferred grant income relating to the Data Mining Project.

The Tribunal maintained sound financial governance throughout the year and achieved its 14th consecutive clean audit, reflecting the institution's continued commitment to accountability, effective internal controls and prudent financial management.

CAPACITY CONSTRAINTS AND CHALLENGES FACING THE PUBLIC ENTITY

The Tribunal continued to operate within a constrained human resource and fiscal environment during the 2025/26 financial year. Growing operational complexity, evolving stakeholder expectations and the continued need to enhance service delivery placed additional pressure on Tribunal members, management and support staff.

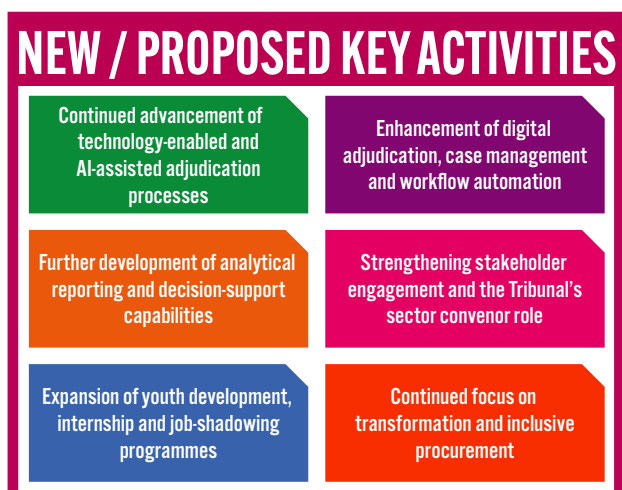
The Tribunal continued to address these constraints by implementing its Organisational Reengineering Project and phasing in a revised organisational structure aligned with the Strategic Plan 2025–2030. Strategic workforce planning, targeted recruitment and continued investment in digital systems and technology-enabled processes remain important to the Tribunal's long-term operational sustainability and resilience.

The Tribunal also continued to support transformation, skills development, and youth empowerment through recruitment, internships, job shadowing, and developmental initiatives to create opportunities for young professionals and historically disadvantaged groups.

NEW OR PROPOSED KEY ACTIVITIES

While no new statutory activities were introduced during the 2025/26 financial year, the Tribunal continued to strengthen and expand strategic initiatives aligned with the implementation of the Strategic Plan 2025–2030.

These initiatives are intended to position the Tribunal as a modern, responsive and efficient adjudicative institution capable of adapting to evolving regulatory, technological and socio-economic requirements



SUPPLY CHAIN MANAGEMENT

The Tribunal continued to strengthen its supply chain management processes and internal controls during the 2025/26 financial year. Procurement activities were undertaken within the applicable public sector procurement and governance framework, supported by established Bid Specification, Bid Evaluation and Bid Adjudication Committee structures and appropriate management oversight.

The Tribunal continued to promote transformation and inclusive participation through its procurement processes, including opportunities for historically disadvantaged, black-owned, youth-owned and emerging suppliers, where applicable.

No new irregular expenditure was incurred during the 2025/26 financial year. However, irregular expenditure amounting to R1.05 million, relating to procurement processes undertaken in prior financial years, was identified and confirmed during the year following an investigation into procurement irregularities. The investigation and related disciplinary processes were concluded. A request to condone the irregular expenditure was submitted to the National Treasury and subsequently condoned (post-year-end). The investigation did not identify material losses arising from criminal conduct.

The Tribunal further reported no fruitless and wasteful expenditure for the financial year ended 31 March 2026.

CHALLENGES EXPERIENCED AND HOW THEY WERE RESOLVED

The primary challenges facing the Tribunal during the reporting period included operating within a constrained fiscal environment, managing increasing operational complexity, maintaining high levels of adjudicative performance and ensuring that organisational capacity remained appropriately aligned with the Tribunal's mandate.

The Tribunal responded to these challenges through continued digital transformation and process automation, careful prioritisation of available resources, enhanced stakeholder engagement, strengthened workforce planning and organisational redesign, and ongoing improvements in operational processes and turnaround times.

These interventions enabled the Tribunal to maintain effective service delivery while continuing to strengthen its institutional capacity, governance and long-term sustainability.

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

The Tribunal achieved its 14th consecutive clean audit for the 2025/26 financial year, demonstrating the continued effectiveness of its financial management, governance and internal control environment.

There were no matters raised in the prior-year audit report requiring corrective action by management. Despite this positive audit outcome, the Tribunal continued to monitor and strengthen its control environment and governance processes as part of its commitment to continuous improvement.

The Internal Audit function and Audit and Risk Committee continued to play an important oversight and assurance role concerning financial management, risk management, ICT governance, compliance, and institutional accountability.

The achievement of another clean audit reflects the Tribunal's sustained commitment to good governance, accountability, ethical leadership and prudent financial management.

OUTLOOK AND PLANS FOR THE FUTURE TO ADDRESS FINANCIAL CHALLENGES

Looking ahead, the Tribunal will continue to implement the Strategic Plan 2025–2030, with a focus on financial sustainability, operational excellence, digital innovation, institutional transformation and improved access to justice.

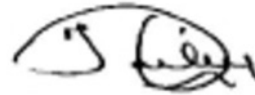
The Tribunal will continue to monitor economic and fiscal conditions that may affect consumers, the credit market and the demand for its adjudicative services. Resources will continue to be carefully prioritised to ensure that the Tribunal remains capable of fulfilling its legislative mandate while maintaining access to justice, procedural fairness and adjudicative quality.

ECONOMIC VIABILITY

The Tribunal remains a going concern and is appropriately positioned to continue delivering on its mandate. The going concern assessment contained in the Annual Financial Statements confirms that management expects the Tribunal to continue operating for the foreseeable future. The Tribunal has also received confirmation from **the dtic** of its approved grant allocation for the next three years, providing further support for its medium-term financial sustainability.

As of 31 March 2026, the Tribunal held cash and cash equivalents of approximately R58.81 million and reported net assets and an accumulated surplus of approximately R33.95 million.

The Tribunal will continue to strengthen its financial sustainability through prudent financial management, careful resource prioritisation, operational efficiencies, technology-enabled transformation and effective stakeholder collaboration. These measures will support the institution in maintaining a sustainable, responsive and future-focused adjudicative platform that delivers meaningful public value and promotes access to justice for South African consumers.



Mr Trevor Bailey

Executive Chairperson



Office of the Executive Chairperson

7. STATEMENT OF RESPONSIBILITY

STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

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

- All information and amounts disclosed in the annual report are consistent with the Annual Financial Statements audited by MNB Chartered Accountants.
- 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 the National Treasury.
- The Annual Financial Statements (Part F) have been prepared in accordance with the South African Standards of Generally Accepted Accounting Practice applicable to the public entity.
- The Accounting Authority is responsible for the preparation of the Annual Financial Statements and for the judgments made in this information.
- The Accounting Authority is responsible for establishing and implementing a system of internal

control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the HR information, and the Annual Financial Statements.

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

In our opinion, the annual report fairly reflects the operations, performance information, HR information, and financial affairs of the public entity for the financial year ended 31 March 2026.

Yours faithfully



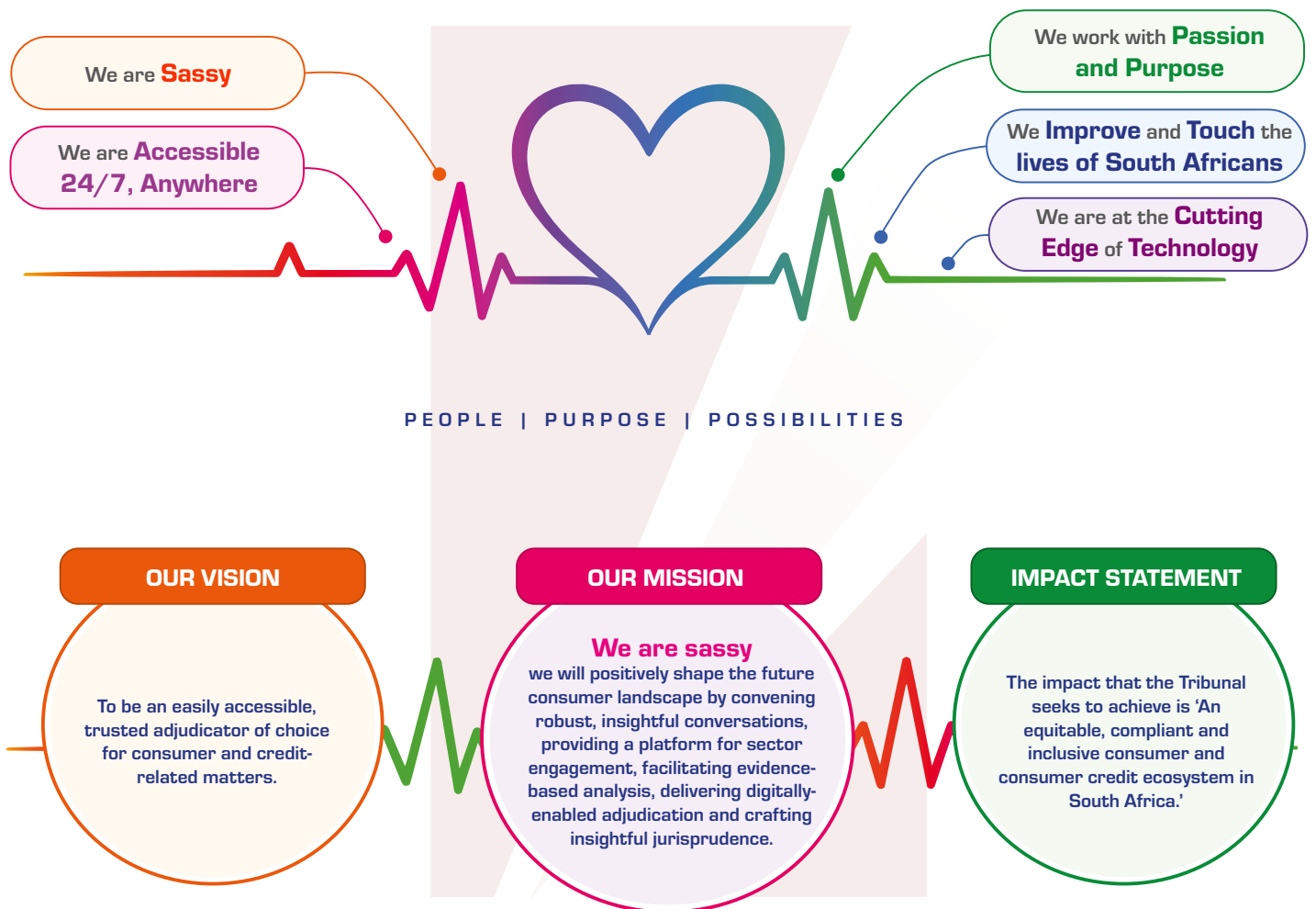
Trevor Bailey

Executive Chairperson
31 August 2026



8. STRATEGIC OVERVIEW

THIS IS WHO WE ARE



national consumer tribunal

OUR VALUES



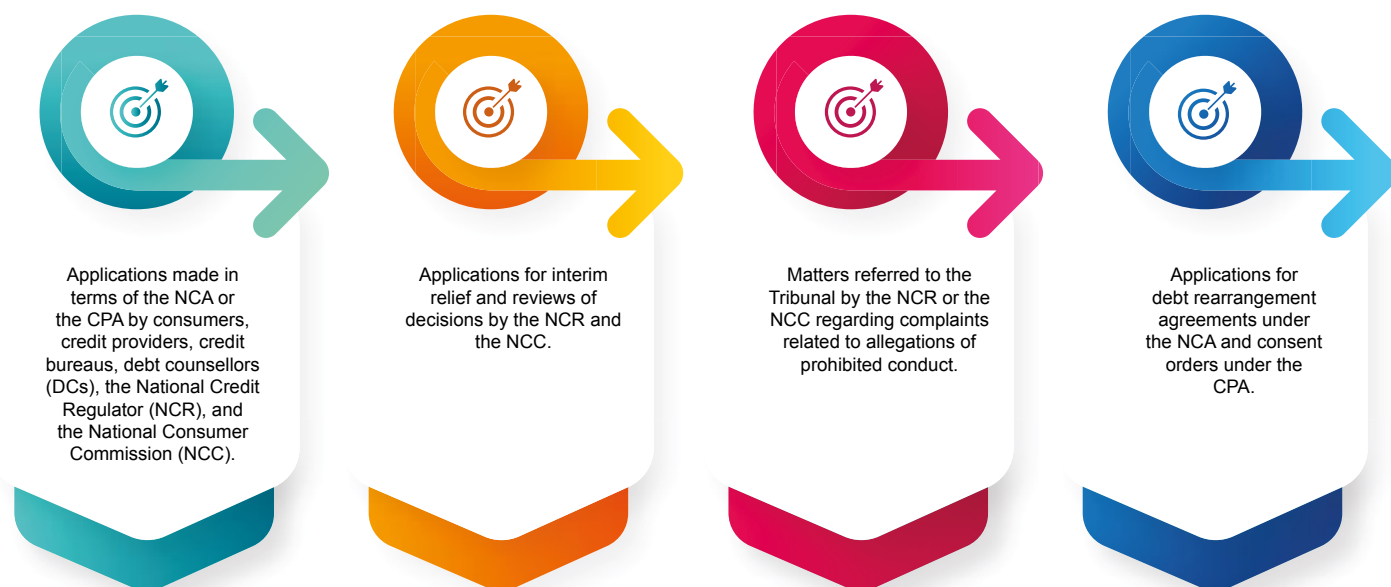
9. LEGISLATIVE AND OTHER MANDATES

The Tribunal adjudicates applications and referrals of prohibited conduct in pursuance of the purpose of the NCA and the CPA. These are as set out in Section 3 of these Acts respectively and are in accordance with Section 142 of the NCA, the imperatives of the Constitution, and the provisions of the Promotion of Administrative Justice Act (PAJA). The Tribunal derives its mandate from Section 27 of the NCA.

As an independent adjudicative entity, the Tribunal's mandate is to hear and decide on cases involving consumers, suppliers of goods and services, credit providers, regulators, debt counsellors, credit bureaus, payment distribution intermediaries, and alternative dispute resolution agents. In so doing, the Tribunal hears applications and cases that are premised upon the terms outlined in the NCA, CPA, and the Rules of the Tribunal. In pursuing its legislative mandate, the Tribunal may:

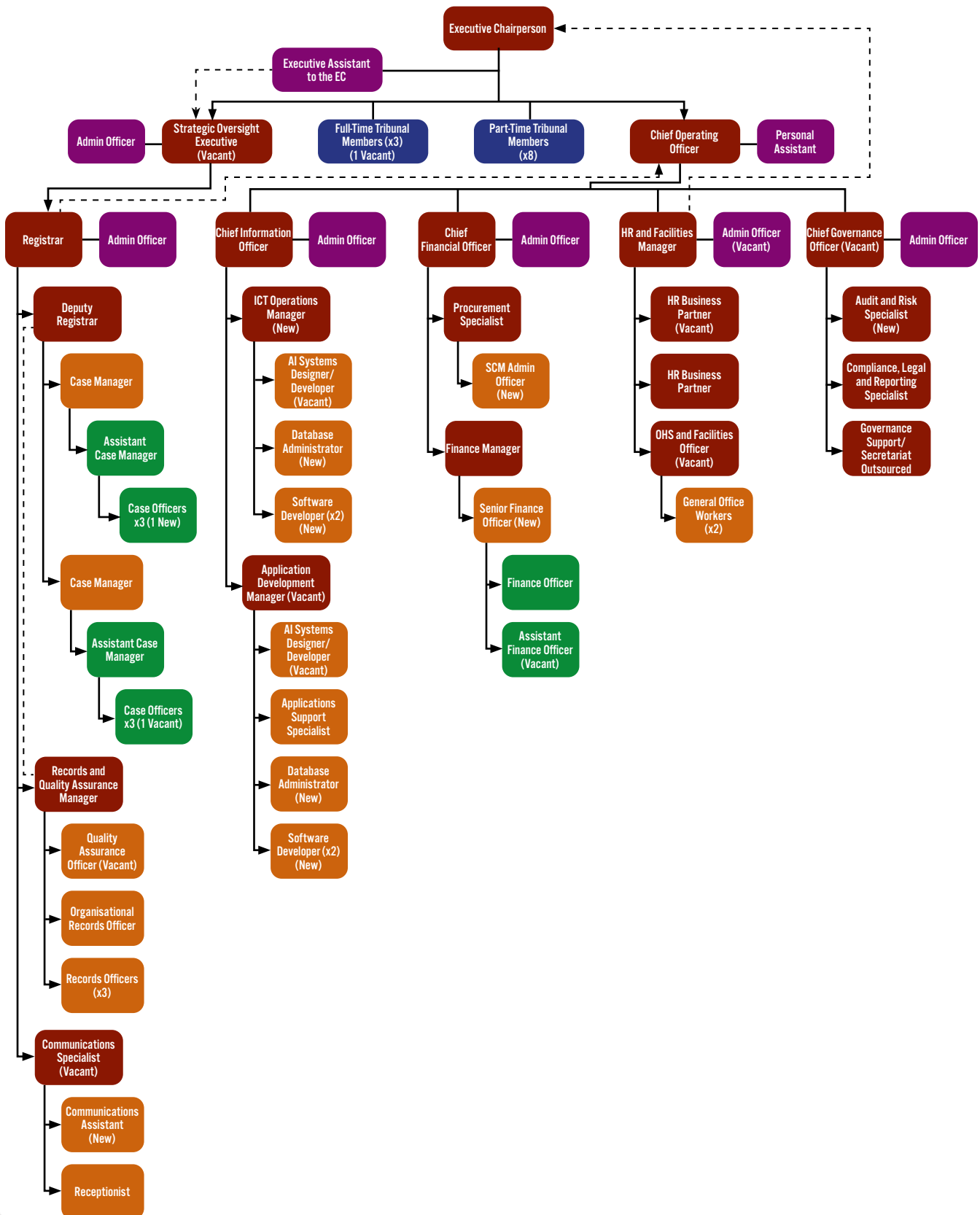
- Adjudicate upon any application or referral of prohibited or required conduct that may be made to it in terms of the Acts.
- Effect any order outlined in the Acts, in respect of such an application and/or adjudicate on allegations of prohibited conduct by determining whether prohibited conduct has occurred.
- In instances where prohibited conduct has occurred, impose a remedy or grant relief as provided for in the promulgated Acts.
- Grant an order for costs in terms of these Acts.
- Exercise any other power conferred on it by these Acts.

THE ROLE OF THE TRIBUNAL IS TO ADJUDICATE ON:



10. ORGANISATIONAL STRUCTURE

AS AT 31 MARCH 2026

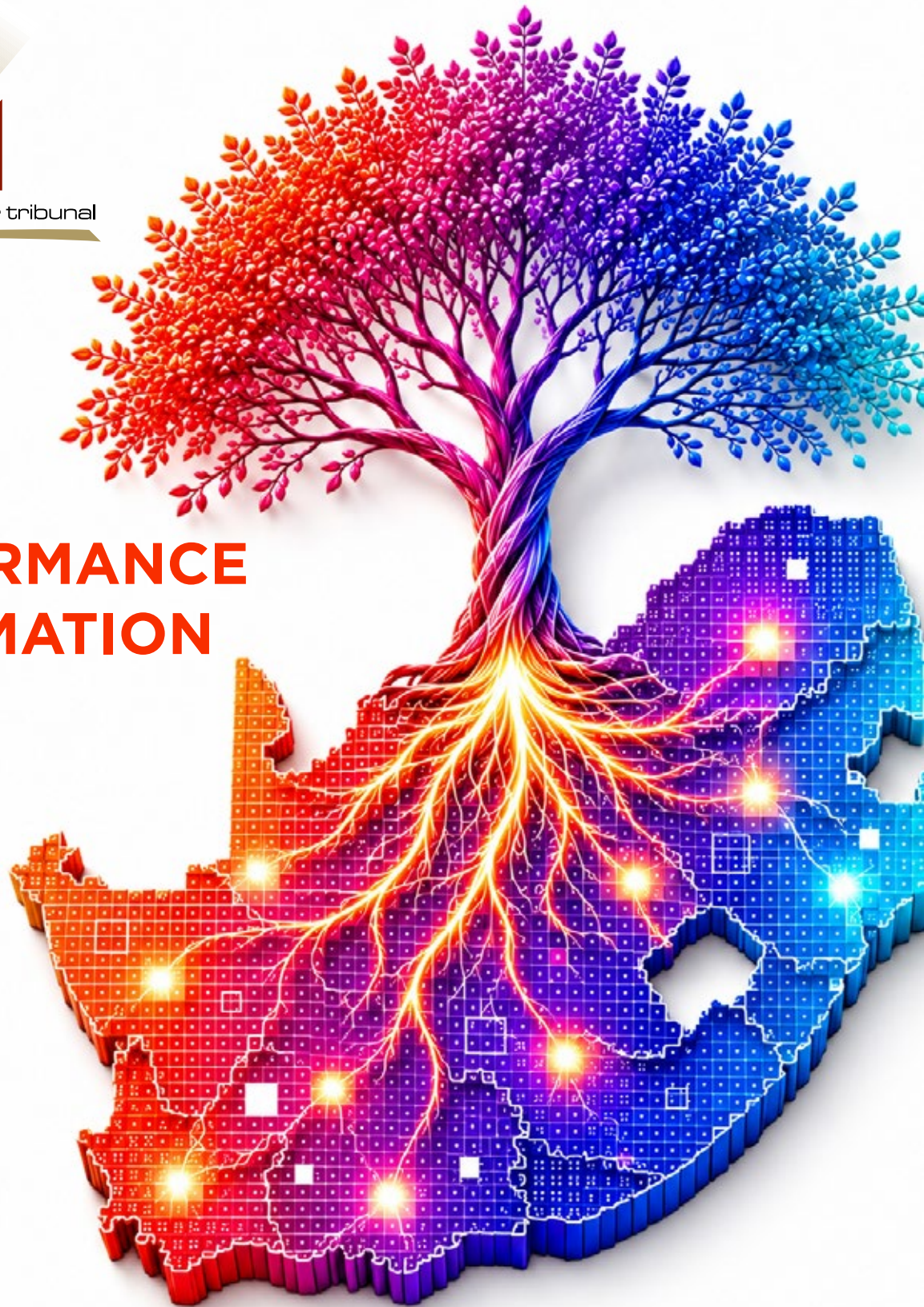




national consumer tribunal

PART B

PERFORMANCE INFORMATION



1. EXTERNAL AUDITOR'S REPORT: **PREDETERMINED OBJECTIVES**

MNB Chartered Accountants currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings reported under the predetermined objectives.

Refer to page 71 to 74 of the Report of the Auditors, published as Part F: Financial Information.



2. OVERVIEW OF PERFORMANCE

2.1. SERVICE DELIVERY ENVIRONMENT

ADJUDICATION

The Tribunal's core function is to adjudicate matters brought before it, in accordance with its statutory mandate under the NCA and the CPA. The Tribunal's service delivery framework is therefore fundamentally centred on the effective management, adjudication, and resolution of cases. This entails not only the timely processing of applications but also the delivery of legally sound, consistent, and high-quality judgments and orders that uphold the principles of fairness, accountability, and access to justice.

To facilitate the efficient administration of its caseload, the Tribunal categorises matters into two broad streams, namely DRAs and Non-DRAs.

DRAs continue to constitute the overwhelming majority of matters adjudicated by the Tribunal, accounting for more than 99.5% of applications received during the reporting period. These matters are primarily filed by DCs seeking confirmation of debt repayment plans negotiated between over-indebted consumers and their credit providers. The timely adjudication of these applications remains critically important, as DRA orders provide financially distressed consumers with legal protection against enforcement actions, including the repossession of homes and vehicles, while enabling them to rehabilitate their financial positions through structured repayment arrangements.

At the same time, the DRA process provides credit providers with a practical, regulated, and cost-effective alternative to lengthy enforcement proceedings by facilitating debt recovery through legally enforceable repayment plans. In this regard, the Tribunal continues to play a significant role in promoting financial stability, responsible credit management, and consumer rehabilitation within the broader credit market.

In contrast, Non-DRAs consist of a broader and more diverse range of matters falling within the Tribunal's jurisdiction under both the NCA and the CPA. These matters may be initiated by consumers, regulatory authorities, registrants, or other qualifying parties and frequently involve complex legal, regulatory, and evidentiary considerations. The effective adjudication of Non-DRA matters, therefore, requires a careful balance between efficiency, procedural fairness, and legal precision.

The Tribunal's judgments shape South Africa's consumer protection and credit regulations. They resolve disputes, develop jurisprudence, guide industry interpretation, and improve compliance, fostering legal certainty, regulatory consistency, and fair market conduct.

Operational efficiency remains central to the Tribunal's ability to deliver meaningful and accessible outcomes. During the 2025/2026 reporting period, the Tribunal continued to focus on strengthening internal processes, improving turnaround times, and enhancing the quality and consistency of adjudication despite increasing operational demands and resource constraints. These efforts contributed positively to maintaining stakeholder confidence and ensuring continued access to effective dispute-resolution mechanisms.

By providing accessible, timely, and fair adjudication services, the Tribunal continues to serve as a trusted forum for redress among consumers, credit providers, registrants, regulatory authorities, and businesses operating within South Africa's consumer protection and credit environment.

DRA SERVICE-DELIVERY

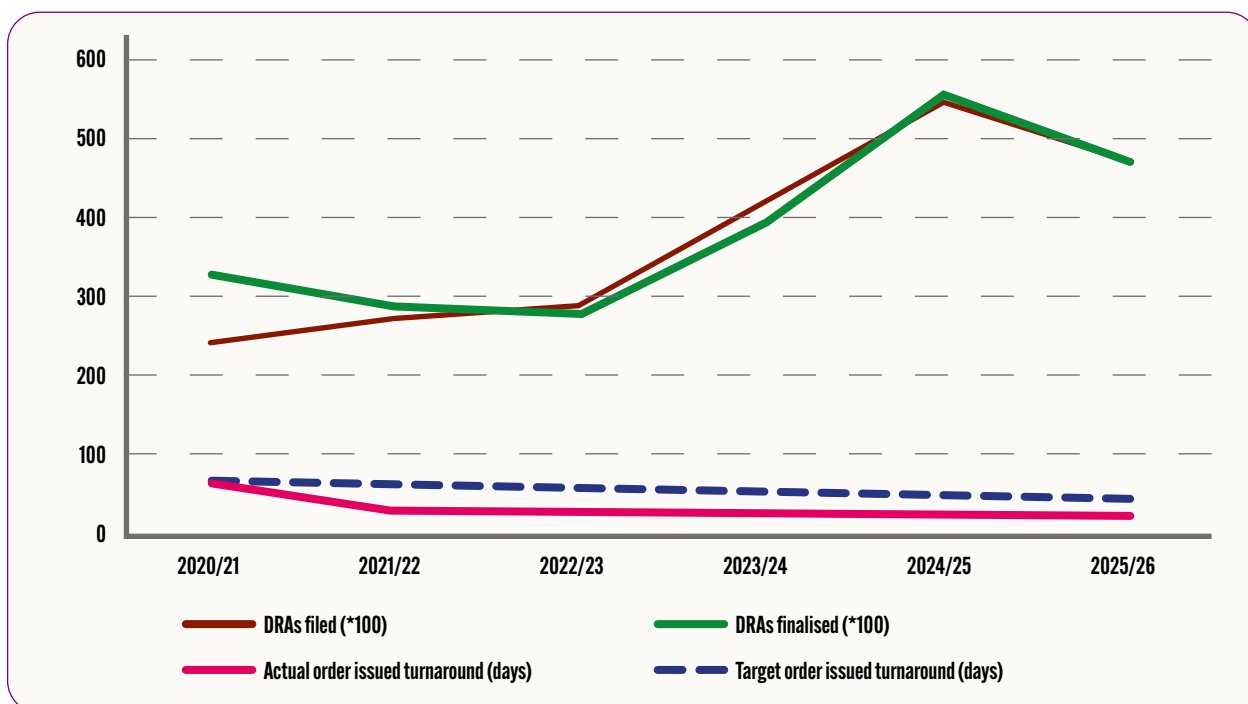
During the review period, the Tribunal received 46,635 DRA applications. In the same timeframe, 47,113 applications were finalised, of which 46,937 were concluded through the issuance of formal orders, 175 were withdrawn by DCs, and one lapsed due to DC inactivity.

The table below provides a detailed breakdown of the DRA applications finalised during the reporting period.

DRA's finalised 2025/26	Number of DRA's
Orders issued	46,937
Withdrawn	175
Lapsed	1
Total finalised	47,113

Section 142 of the NCA requires the Tribunal to adjudicate matters without undue delay. In this context, the Tribunal's performance in finalising DRA applications during the review period was particularly remarkable. The average turnaround time from filing to order issuance was 21.15 days, exceeding the target of 48 days by 26.85 days.

The figure below presents a comparison of the Tribunal's service delivery over a six-year period starting from 1 April 2020.



	DRAs filed	DRAs finalised (* 100)	Actual order issued turnaround (days)	Target order issued turnaround (days)
2020/2021	23,844	32,689	64.18	70
2021/2022	27,227	28,622	30.74	65
2022/2023	29,109	27,889	29.15	60
2023/2024	41,490	38,710	31.04	55
2024/2025	54,302	55,397	22.43	50
2025/2026	46,635	47,113	21.15	48

The figure and table above provide insight into the Tribunal's performance in processing and adjudicating DRA applications over the past six financial years, highlighting not only operational efficiency but also the growing reach of the Tribunal's services.

Since 2022/23, DRA volumes have shown a sustained upward trend. While the current-year downturn reflects industry-wide external factors, the underlying growth trajectory remains evident and is not incidental. The downturn has also exposed impediments to continued growth, which we are actively addressing through our convenor role to support a return to, and continuation of, the longer-term growth trajectory. The overall growth trajectory is a result of deliberate, well-executed strategic communications campaigns aimed at increasing awareness of the Tribunal's services among consumers and industry stakeholders. As the Tribunal shares concurrent jurisdiction with the Magistrates' Court for DRA matters, the communications strategy has focused on positioning the Tribunal as a faster, more accessible, and cost-effective avenue for debt relief. This approach has increased the number of consumers benefiting from Tribunal services.

In line with the requirement under section 142 of the NCA for expeditious adjudication, the Tribunal has improved adjudication times over the past six years, with the 2025/26 average dropping to 21.15 days, surpassing the 48-day target by 26.85 days. Performance improved from 64.18 days in 2020/21 to 30.74 in 2021/22, then to 29.15 in 2022/23. A temporary rise to 31.04 days in 2023/24 occurred due to reduced Member capacity, but with intensified strategies performance stabilised, improving to 22.43 days in 2024/25 and 21.15 in 2025/26.

The Tribunal's efficient management of high volumes relies on its CMS, which streamlines filing and is the preferred method in the debt counselling industry. In the review period, 99.94% of DRA applications were filed via CMS, showing high sector adoption. Ongoing stakeholder engagement, industry participation, targeted training, and accessible digital content have established the CMS as a key part of the Tribunal's strategy for accessibility and efficiency.

Overall, the 2025/26 performance shows more than strong statistical outputs. It demonstrates the success of a multifaceted strategy that combines strategic communication, digital transformation, proactive case management, and adjudication efficiency. The Tribunal's ability to resolve more cases than it receives and reduce turnaround times to record lows highlights a resilient, responsive institution delivering relief to consumers and value to the credit market.

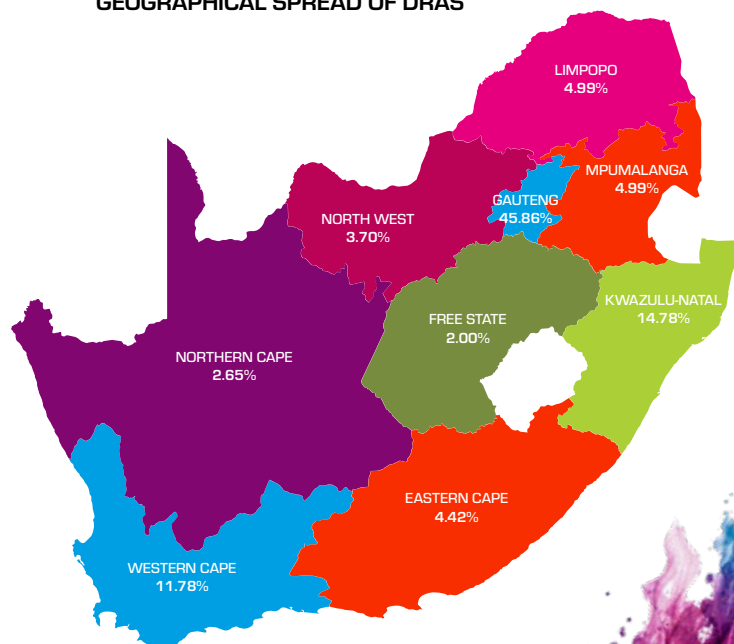
The table below provides a calculation summary for the number of DRAs that will be carried over into the 2026/2027 financial year.

Item	Number of DRAs
DRAs as at 1 April 2025	5,487
PLUS, Overall revisions through QA processes	0
PLUS, DRAs received in 2025/2026	46,635
LESS DRAs finalised 2025/2026	47,113
DRAs carried over into the 2026/2027 financial year	5,009

The carry-over figure of 5,009 represents matters that remained pending at the close of the financial year due to either open pleadings or allocation for adjudication that were not completed by year-end. These are not indicative of a backlog but rather reflect the normal case lifecycle, where certain applications are not yet procedurally ready for finalisation. The Tribunal's ability to maintain this figure at a manageable level, despite record volumes, demonstrates strong caseload oversight and effective adjudicative planning.

The provincial distribution relates to DRAs received by the Tribunal during the reporting period. Gauteng accounted for the largest proportion of DRAs at 45.86%, reflecting the province's larger population and concentration of credit-active consumers. KwaZulu-Natal (14.78%) and the Western Cape (11.78%) recorded the next highest volumes, with these three provinces collectively accounting for more than 72% of all DRA applications received.

GEOGRAPHICAL SPREAD OF DRAS



The remaining DRA applications were distributed across the other provinces, with Limpopo and Mpumalanga each contributing 4.99%, the Eastern Cape 4.42%, the North West 3.70%, the Northern Cape 2.65%, and the Free State 2.00%. A further 4.82% of DRA applications were recorded as originating from an unknown location where provincial information was unavailable or could not be determined from the application.

The distribution of DRAs indicates that consumers experiencing financial distress continue to access the Tribunal's debt relief processes from every province. The geographic spread demonstrates the national reach of the Tribunal's electronic filing model, enabling DCs and consumers across South Africa to access debt rearrangement services without requiring a physical presence at the Tribunal.

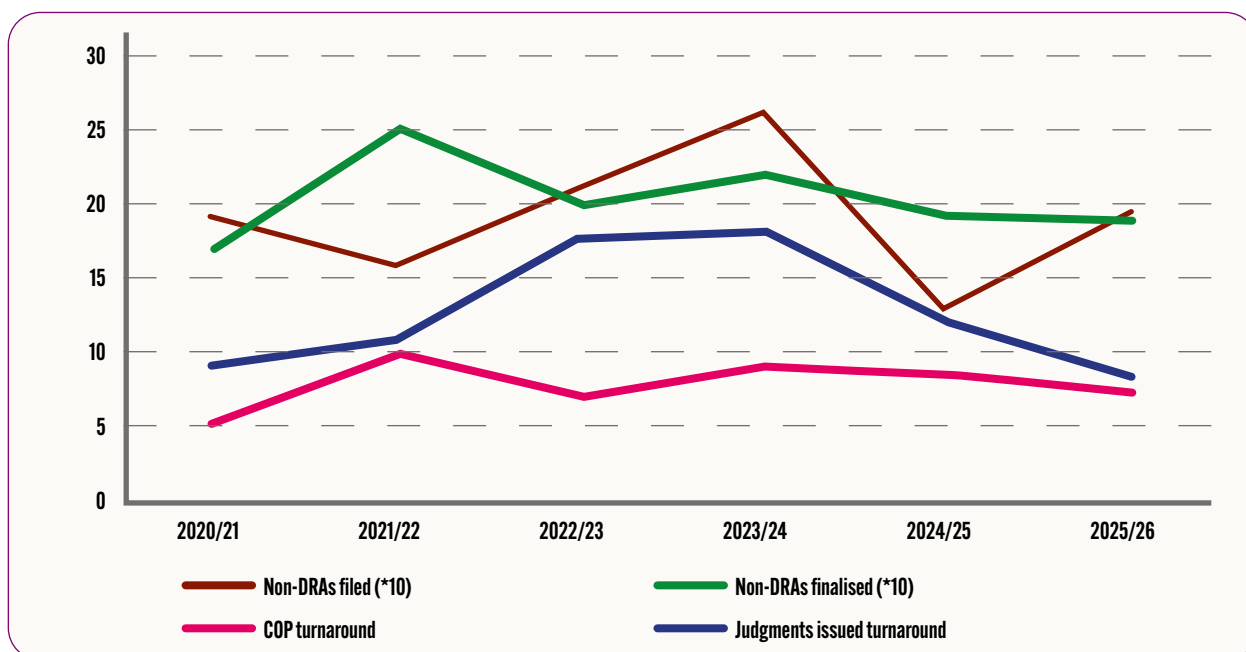
NON-DRA SERVICE-DELIVERY

During the review period, the Tribunal received 192 Non-DRA applications. In the same period, 188 matters were finalised, of which 145 were resolved through judgments issued following adjudication, 13 through judgments refusing condonation applications, and 30 through withdrawals filed by applicants.

The table below contains the breakdown of Non-DRA matters finalised during the period under review.

Non-DRA's finalised 2025/26	Number of Non-DRA's
Judgments issued (after set down issued)	145
Withdrawn	30
Condonations refused	13
Total finalised	188

The figure below compares service delivery against key performance indicators over the six-year period since 1 April 2020.



Financial year	Non-DRA's filed	Non-DRA's finalised	COP turnaround (days)	Judgments issued turnaround (days)
2020/2021	191	169	5.31	8.86
2021/2022	157	249	9.86	10.92
2022/2023	210	198	6.85	17.43
2023/2024	261	219	9.07	18.12
2024/2025	127	191	8.52	12.17
2025/2026	192	188	7.30	8.47

The above figure and table offer insights into service delivery concerning the processing and adjudication of Non-DRA cases.

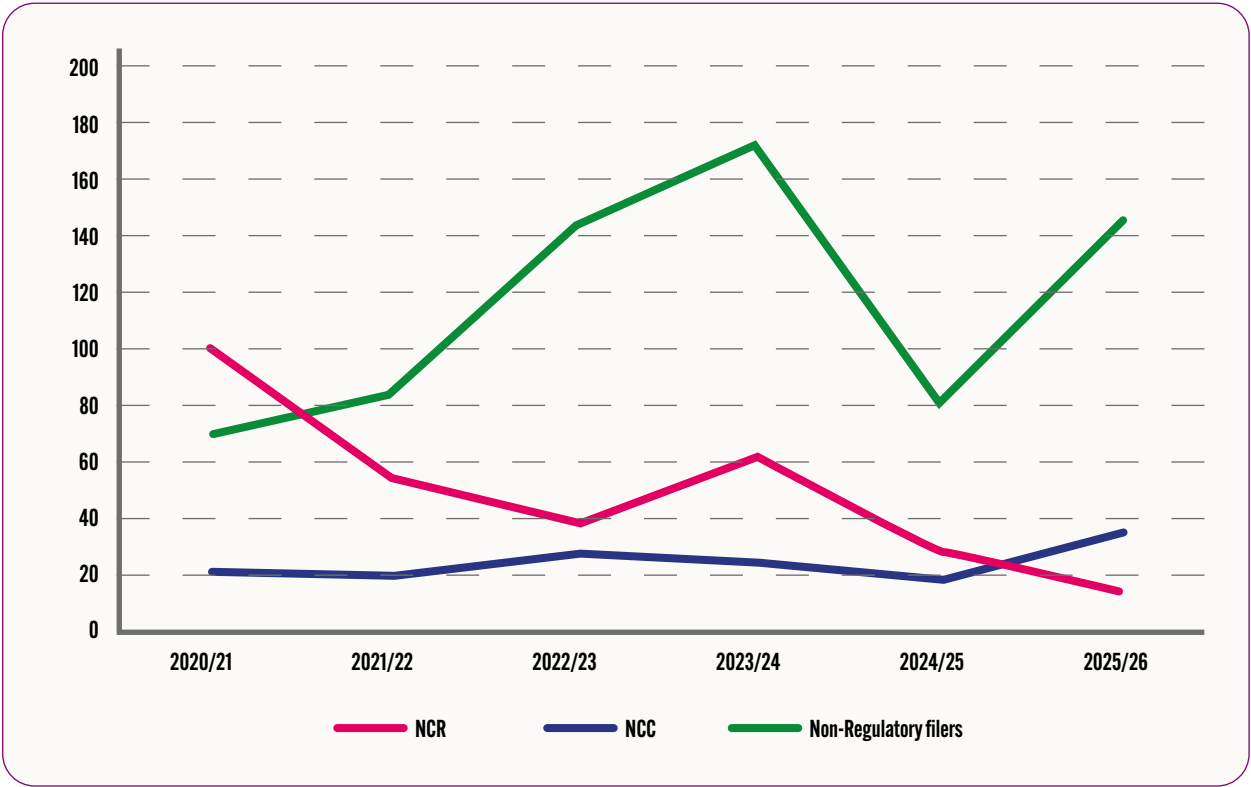
The 2025/2026 financial year reflects notable improvements in several key operational indicators. While the number of Non-DRA applications filed increased significantly from 127 in 2024/2025 to 192 in 2025/2026, the Tribunal maintained a strong finalisation rate, concluding 188 matters during the reporting period. This demonstrates the Tribunal's continued ability to manage increased workloads effectively while maintaining high levels of productivity and service delivery.

Most notably, turnaround times improved considerably during the reporting period. The average turnaround time for issuing notices of set down fell from 8.52 days in 2024/2025 to 7.30 days in 2025/2026. In addition, the

average turnaround time for issuing judgments improved substantially from 12.17 days to 8.47 days, representing one of the strongest performance outcomes recorded during the six-year period.

These improvements demonstrate the Tribunal's effective operational interventions, including improved workflow management, monitoring, coordination, and quality assurance, to streamline processes without sacrificing adjudication quality.

The figure below reflects the breakdown of Non-DRA filers with the Tribunal over the strategy period.



Financial year	NCR filed applications	NCC filed applications	Non-regulatory filed applications
2020/2021	100	21	70
2021/2022	54	19	84
2022/2023	38	28	144
2023/2024	63	25	173
2024/2025	28	18	81
2025/2026	13	34	145

THE OUTCOME: GROWTH IN NON-REGULATORY FILERS

Non-regulatory applications increased substantially during the reporting period.

2024/2025
81
APPLICATIONS

+79
INCREASE

2025/2026
145
APPLICATIONS

LARGEST
CONTRIBUTOR
TO NON-DRA
FILINGS

WHAT IT MEANS

Growing **public awareness** of the Tribunal's role and services

Increased confidence by consumers and applicants to use the Tribunal as a forum for redress

A **positive trajectory** towards greater access to justice for all

The 2025/2026 financial year reflects a significant shift in the composition of applications filed with the Tribunal. Most notably, non-regulatory applications increased substantially from 81 in 2024/2025 to 145 in 2025/2026, representing the largest contributor to Non-DRA filings during the reporting period. This increase is a positive indicator of growing public awareness of the Tribunal's role and may further reflect increased confidence by consumers and applicants in utilising the Tribunal as a forum for redress.

Applications filed by the NCC also increased materially during the reporting period, rising from 18 in 2024/2025 to 34 in 2025/2026. This growth may indicate increased enforcement and referral activity within the consumer protection environment.

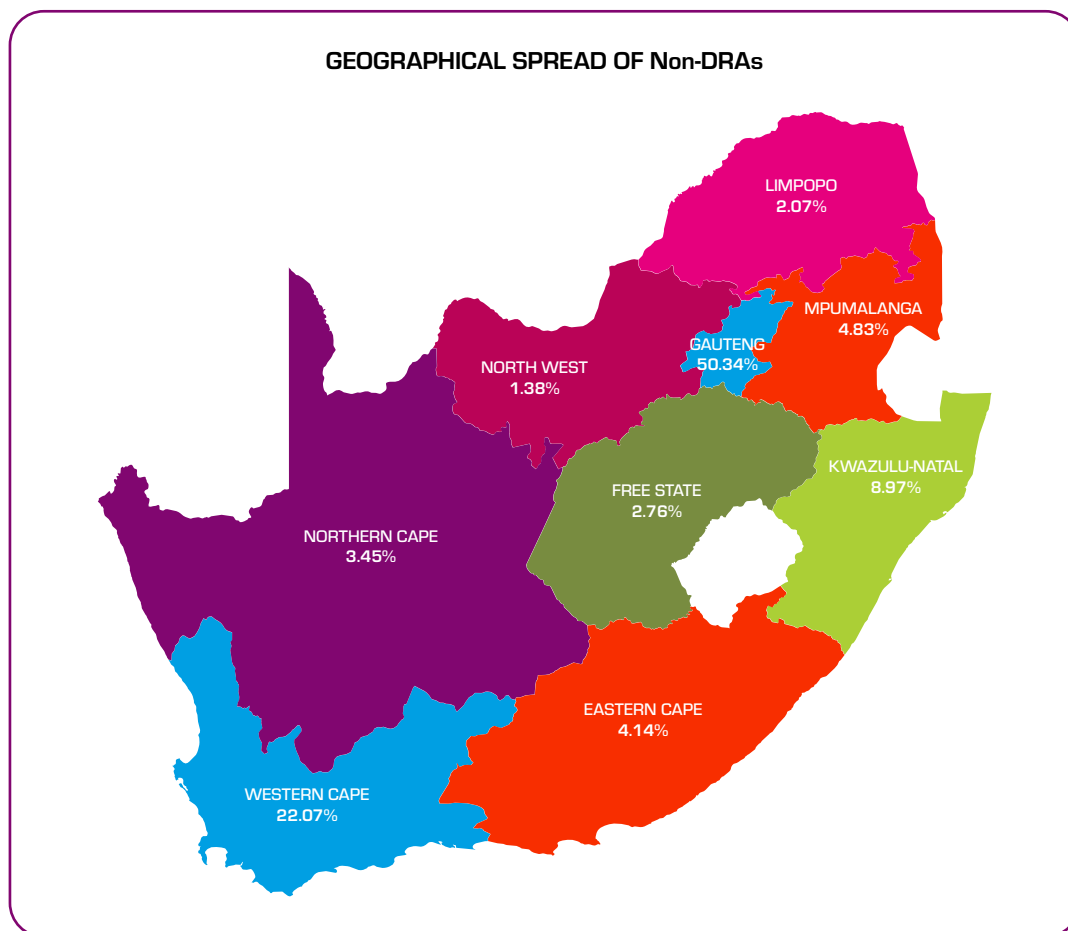
In contrast, applications filed by the NCR continued their downward trend, decreasing from 28 in 2024/2025 to 13 in 2025/2026. While the decline in NCR filings is notable, it may reflect evolving regulatory approaches, improved compliance within the credit industry, or the utilisation of alternative enforcement mechanisms outside the Tribunal process.

Over the broader period, the data reveal a gradual transition from regulator-driven applications towards increased participation by non-regulatory applicants. This trend is significant as it reflects improved accessibility of the Tribunal's processes and growing public engagement with available consumer protection mechanisms.

The rise in non-regulatory applications during 2025/2026 indicates that the Tribunal's awareness efforts and stakeholder engagement are effective. The Tribunal provided guidance through its "How to File" video series on its website and YouTube. It also engaged with regulators to ensure consumers receiving non-referral notices are aware of their rights and how to contact the Tribunal, aiming to improve access to justice and streamline the application process.

Looking ahead, the Tribunal plans to expand its digital outreach and social media efforts during the next strategic cycle to boost visibility, accessibility, and public confidence. Since its inception, 95 Tribunal matters have been appealed or reviewed by higher courts, with 60 pending as of the reporting period. The progression of cases through higher courts highlights the increasing importance and complexity of Tribunal matters, as well as the Tribunal's vital role in South Africa's consumer protection and credit regulation.

The geographical distribution of Non-DRA applications demonstrates that the Tribunal's services are accessed throughout all nine provinces, reflecting its national reach and the accessibility of its adjudicative processes. Gauteng accounted for the largest proportion of applications (50.34%), followed by the Western Cape (22.07%) and KwaZulu-Natal (8.97%). Applications were also received from the Eastern Cape (4.14%), Mpumalanga (4.83%), the Northern Cape (3.45%), the Free State (2.76%), Limpopo (2.07%) and the North West (1.38%), illustrating sustained demand for the Tribunal's services across South Africa.



This national footprint is supported by the Tribunal's digital service model, enabling electronic applications, document service via registered mail, and virtual hearings where appropriate. These technologies reduce geographic barriers and enhance access to justice by enabling parties nationwide to participate without travel. The figures exclude applications from the NCC and NCR, as they are national regulators based in Gauteng, which would otherwise skew the data. The analysis focuses on applications from consumers, businesses, and other non-regulatory applicants, offering a more accurate view of the Tribunal's reach.

KEY ICT ACHIEVEMENTS, PROPELLING THE TRIBUNAL TO THE FOREFRONT OF TECHNOLOGY, INCLUDE:

01 MAINTAINED ICT ENTERPRISE ARCHITECTURE

Maintained the ICT Enterprise Architecture, integrating cloud-based and internally developed systems.

CLOUD-BASED SYSTEMS

INTEGRATED PLATFORMS

INTERNALLY DEVELOPED SYSTEMS

02 ENHANCED CMS

Enhanced the CMS to support electronic case registration, e-filing, online adjudication and reporting for internal and external users.

ELECTRONIC CASE REGISTRATION

E-FILING

ONLINE ADJUDICATION

REPORTING (INTERNAL & EXTERNAL USERS)

Encrypted digital signatures were introduced to strengthen document integrity and security.

03 FUTURE-FOCUSED ICT STRATEGY

Developed and approved the **2025/26–2029/30 ICT Strategy.**

19

STRATEGIC PROJECTS

Comprising 19 strategic projects that leverage emerging technologies, including **AI**, to modernise systems and strengthen service delivery.

ADMINISTRATION

ICT INNOVATION

The Tribunal's ICT strategy continues to improve operational efficiency and deliver significant economies of scale for the organisation. Digital case management and adjudication are now the Tribunal's primary service delivery channels. Technology is integral to the delivery of the Tribunal's mandate. During this period, the ICT unit enhanced adjudication processes by adopting technologies such as optical character recognition and AI to streamline and automate case management processes. These initiatives led to the development of an

auto-adjudication subsystem to support the processing of section 138 applications, enabling Tribunal members to exercise effective oversight and improve operational efficiency.

ICT SERVICE DELIVERY

ICT platforms continued to deliver significant business benefits during this reporting period. Over 99% of DRAs, filings and orders were processed electronically, improving the speed and efficiency of section 138 applications. In addition, over 90% of Non-DRA hearings were conducted virtually, improving access to the Tribunal's services and consumer redress.

The ICT strategy is aligned with the Tribunal's business requirements through five strategic goals, supported by the following key initiatives undertaken during the reporting period.

- Maintain an ICT Enterprise Architecture that supports the Tribunal's business requirements.
- Strengthen and secure access to automated business processes, information, and services.

Key initiatives included:

- Expanded the CMS mobile application to the iOS platform, improving access to section 138 applications, particularly in rural and township communities.
- Enhanced the CMS web service application programming interface (API) to simplify bulk electronic submissions and improve scalability.
- Developed provincial reporting functionality to identify debt review trends and support policy planning.

Increase the adoption of ICT applications and digital services.

Key initiatives included:

- Delivered weekly training and awareness sessions to support DCs in adopting the CMS.
- Maintain secure and available ICT systems.
- Strengthen ICT governance and risk management.

Key initiatives included:

- Aligned ICT planning with organisational priorities.
- Maintained the ICT risk register and proactively managed ICT-related risks.
- Monitored ICT performance and value realisation through effective resource planning and configuration management.

2025/26 FINANCIAL YEAR

SIGNIFICANT INSTITUTIONAL PROGRESS

The 2025/26 financial year marked **significant institutional progress**, as the Tribunal commenced implementation of its **2025–2030 STRATEGIC PLAN**.

THE REPORTING PERIOD FOCUSED ON:

INSTITUTIONAL MODERNISATION	OPERATIONAL SUSTAINABILITY	DIGITAL TRANSFORMATION	STRENGTHENING ORGANISATIONAL CAPACITY	LONG-TERM STRATEGIC OBJECTIVES
Strengthening governance, policies, and processes to enhance efficiency, transparency and institutional resilience.	Optimising resources, improving cost effectiveness and ensuring environmentally and financially sustainable operations.	Advancing digital systems, automating processes and leveraging technology to improve service delivery and data-driven decision making.	Investing in people, capabilities and a high-performance culture to support long-term institutional excellence.	Driving initiatives that create value, impact and sustainable outcomes for stakeholders.

2.2. ORGANISATIONAL ENVIRONMENT

The 2025/26 financial year marked significant institutional progress, as the Tribunal commenced implementation of its 2025–2030 Strategic Plan. The reporting period focused on institutional modernisation, operational sustainability, digital transformation, and strengthening organisational capacity to support its long-term strategic objectives. Despite fiscal and HR constraints, the Tribunal achieved 100% of its predetermined objectives while advancing several strategic organisational initiatives.

The Tribunal received its 14th clean audit from the Auditor-General, reaffirming its commitment to sound governance, transparency, and disciplined financial management. Achieving all performance targets shows strong alignment of strategic planning, execution, and oversight.

The Tribunal's leadership performed effectively in a high-volume adjudicative environment. Despite its lean structure, the organisation maintained agility and strategic focus, recorded DRA efficiencies, and improved judgment turnaround times. These successes enhanced its reputation as an efficient, credible, and technologically progressive adjudicative institution.

The Tribunal has concluded its comprehensive job profiling and organisational review as part of the organisational re-engineering initiative supporting the 2025–2030 Strategic Plan. This process included extensive consultation to promote transparency, inclusivity, and organisational alignment.

Significant progress was made in stabilising labour relations and strengthening organisational culture. Building on previous efforts to address unresolved labour and HR matters from previous years, management focused on constructive engagement, procedural fairness, accountability, and transparent resolution of workplace issues. These efforts improved organisational stability,

workplace cohesion, and a culture of professionalism, respect, and high performance.

A culture survey was conducted by an external service provider which revealed a positive organisational culture, with a high level of staff engagement. The results also showed that the NCT was performing higher than industry norms.

The Tribunal maintained its focus on transformation and inclusive institutional development through expanded internship programmes, job shadowing opportunities, and targeted youth empowerment initiatives. These initiatives contributed to socio-economic development while strengthening the Tribunal's future talent pipeline.

The Tribunal also advanced its digital transformation agenda through investments in AI, workflow automation and digital adjudication processes. These initiatives have already improved operational efficiency and positioned the organisation to manage future demand growth more effectively and sustainably.

Despite resource constraints and operational complexity, the Tribunal shows that strong leadership, governance, strategic planning, and effective execution can sustain high performance, innovation, and resilience.

In summary, the Tribunal concluded the 2025/26 financial year as a more strategically aligned, operationally resilient, technologically progressive, and performance-driven institution.

KEY POLICY DEVELOPMENTS AND LEGISLATIVE CHANGES

There were no policy developments or legislative changes during the period under review.



3. PROGRESS TOWARDS ACHIEVEMENTS OF INSTITUTIONAL IMPACTS AND OUTCOMES

PROGRAMME 1: ADMINISTRATION

INFORMATION COMMUNICATION TECHNOLOGY (ICT)

ICT is a key enabler of the Tribunal's mandate to adjudicate matters arising under the NCA, CPA and the Tribunal Rules. Through secure, integrated and efficient digital systems, ICT supports the administration of cases and the effective delivery of the Tribunal's services.

In support of the Tribunal's 2025–2030 Strategic Plan, ICT contributed to the following strategic outcomes:

- Reduced the cost of doing business through digital service delivery.
- Improved access to Tribunal information and services.
- Enhanced adjudication turnaround times, enabling Tribunal members to increase daily DRA case output.

The Tribunal continued to realise operational efficiencies through its online case management and adjudication systems. Enhancements to e-filing, web services and the CMS Mobile platform improved accessibility, particularly for users in township and rural communities. The online processing and issuance of section 138 applications enabled Tribunal members to handle up to 80 DRA matters per day, improving turnaround times and delivering significant operational efficiencies.

ICT supports and adjudicative and operational core business functions:

ICT GOVERNANCE

The ICT Governance Committee supports the Accounting Authority by overseeing ICT governance, with particular focus on strategic alignment, risk and resource management, performance, value delivery, compliance, information security, and ICT projects.

COMMUNICATIONS

The Tribunal's communications strategy supports its mandate by improving access to justice, raising public awareness and strengthening stakeholder engagement. Through targeted, data-driven communication, the Tribunal continued to guide distressed consumers away from the Magistrates' Courts towards its adjudication platform, improving access to cost-effective dispute resolution. The record number of DRA applications received and processed during the reporting period demonstrates the effectiveness of this approach, saving millions in potential monthly repayments and protecting thousands of consumers from asset loss.

STRONGER CONNECTIONS. BETTER OUTCOMES.

Our communications strategy improves access to justice, builds trust and creates impact by guiding consumers, strengthening relationships and driving collaboration across borders.

OUR PURPOSE

Connecting people.
Empowering communities.
Strengthening justice.

01 IMPROVING ACCESS TO JUSTICE

Guiding distressed consumers away from the Magistrates' Courts to our adjudication platform.

RECORD DRA APPLICATIONS RECEIVED & PROCESSED

SAVING MILLIONS IN POTENTIAL MONTHLY REPAYMENTS

PROTECTING THOUSANDS OF CONSUMERS FROM ASSET LOSS

02 ENGAGING STAKEHOLDERS. BUILDING TRUST

Strengthening relationships through consistent engagement, training and digital communication.

WE ENGAGE WITH

DEBT COUNSELLORS
CREDIT PROVIDERS
REGULATORS
THE PUBLIC

THROUGH

TRAINING
THOUGHT LEADERSHIP
DIGITAL COMMUNICATION
STRATEGIC PARTNERSHIPS

ENHANCED BY TECHNOLOGY
Increased use of CMS and online training improve accessibility, transparency and confidence.

03 LOOKING AHEAD. LEADING BEYOND BORDERS

A national leader.
A regional knowledge partner.

OUR FOCUS FOR THE FUTURE

- 01 SHARING EXPERTISE**
Exchanging knowledge and best practices across Africa.
- 02 PROMOTING LEGAL HARMONISATION**
Supporting alignment of laws and standards for fair outcomes.
- 03 DEVELOPING FAIR, ACCESSIBLE REGULATORY FRAMEWORKS**
Building consumer-centred and proportionate regulations.
- 04 BUILDING STRONG REGIONAL PARTNERSHIPS**
Working together for a stronger, empowered Africa.

OUR IMPACT

We are a guardian of domestic consumer rights and a contributor to global credit standards.

ACCESS TO JUSTICE

Cost-effective dispute resolution for all.

PUBLIC AWARENESS

Informed consumers making empowered decisions.

STAKEHOLDER TRUST

Stronger partnerships. Greater credibility.

INNOVATION & DIGITAL ACCESS

Technology that enhances service and reach.

REGIONAL IMPACT

Shaping fair, accessible consumer credit systems across Africa.

COMMUNICATE. ENGAGE. EMPOWER.

JUSTICE FOR ALL.
PROGRESS FOR ALL.



Communications Unit

The communications strategy promotes organisational alignment and credibility through consistent internal and external stakeholder engagement. During the reporting period, the Tribunal strengthened relationships with DCs, credit providers, regulators, and the public via training, thought leadership, digital communication, and strategic partnerships. Increased use of the CMS and online training improved accessibility, transparency, and confidence. Looking ahead, the Tribunal recognises its role not only as a national adjudicative body but also as a regional knowledge partner in consumer credit regulation. It aims to expand international collaboration across Africa by sharing expertise, promoting legal harmonisation, and developing fair, accessible regulatory frameworks. This positions the Tribunal as a guardian of domestic consumer rights and a contributor to global credit standards.

SOCIAL MEDIA (LINKEDIN)

During the reporting period, the Tribunal's LinkedIn evolved into a high-performing channel that strengthened stakeholder engagement and visibility. Content on public awareness, access to justice, and institutional developments gained strong engagement, establishing the platform as credible. Audience reach grew steadily through relevant content, marking a shift from establishing a digital presence to sustained engagement.

WEBSITE

The Tribunal's website continued to strengthen its role as a strategic platform, improving access, user engagement, and public participation. Initially, there was steady growth in active and new users, with increased interest in the Home and Judgments pages, indicating rising demand

for information. As the year went on, traffic became more purpose-driven, with users engaging more with process-oriented content, showing stronger intent.

STAKEHOLDER ENGAGEMENT

Through targeted stakeholder engagement, the Tribunal strengthened its position as a trusted regulatory authority, thought leader, and collaborative partner within the consumer credit ecosystem.

The Tribunal focused on the debt counselling industry while expanding its engagement in the broader consumer credit sector, including banking, microfinance, debt collection, and Ombudsman institutions. Engagements at both national and regional level reflected the Tribunal's growing influence beyond South Africa.

The Tribunal engaged with emerging regulatory developments such as Early Wage Access (EWA) and Buy Now, Pay Later (BNPL), aligning financial innovation, consumer protection, and the NCA, thereby reinforcing the Tribunal's role as a progressive convenor.

The Tribunal also engaged with industry stakeholders on legislative, operational, and judicial developments affecting consumer credit. Regionally, it strengthened collaboration with Namibia and Lesotho's banks through knowledge sharing and regulatory alignment, enhancing regional development.

The Tribunal's credibility was reflected in invitations to participate as a panel expert, presenter, and contributor at high-profile industry forums on the future of consumer credit regulation. Engagements with Consumer Goods and Services, Ombudsman, CASA (formerly Microfinance South Africa), and industry bodies in debt collection and counselling reinforced its role in promoting fairness, transparency, and accountability.

MEDIA ANALYSIS

The Tribunal received extensive media coverage on national platforms, reinforcing its role as a credible consumer protection body. Coverage focused on rulings about defective motor vehicle sales, misconduct, unfair practices, and consumer redress, highlighting refunds and penalties under the CPA, further positioning the Tribunal as an accessible and effective forum for consumer justice.

Media coverage also underscored the Tribunal's role in enforcing laws and delivering fair adjudication, with high-profile cases involving settlements and judicial affirmation of the Tribunal's interpretation of the CPA, enhanced public trust and solidified its reputation as a transparent authority.

PROGRAMME 2: ADJUDICATION

The adjudication programme remains a cornerstone of the Tribunal's mandate. The programme seeks to advance accessible justice and consumer protection by ensuring fair, efficient, and high-quality adjudication of matters brought before the Tribunal. By ensuring the consistent application of the NCA and CPA, the programme contributes to regulatory certainty, strengthens consumer confidence, and supports the integrity and stability of South Africa's consumer protection framework.

During the 2025/26 review period, the Tribunal issued a total of 46,938 DRA orders. Of these, 45,677 were granted and 1,260 were refused, resulting in an overall grant rate of 97.3%. This high grant rate reflects not only the robustness of the applications filed but also the Tribunal's dedication to consistency, legal clarity, and swift turnaround times. It is important to note that some refusals were due to a technical system bug, which affected how certain applications were processed. In line with principles of fairness and procedural justice, DCs affected by this anomaly were permitted to refile their applications at no cost, ensuring that consumers were not disadvantaged by technical faults beyond their control.

The scale and significance of the Tribunal's adjudicative impact are further underscored when considered in the context of consumer repayment capacity. According to data published, the available monthly repayment under a debt review order is approximately R5,400. When applied to the 45,677 granted orders issued during the 2025/26 financial year, this equates to a potential R246.66 million in monthly repayments facilitated through the Tribunal's intervention. With an overall DRA grant rate of 97.3%, the figures reflect the Tribunal's significant role in providing consumers with access to structured debt relief and financial rehabilitation.

Without these orders, consumers may have faced legal action such as asset repossession, judgments, and escalating collection measures. The resulting financial distress could have had severe ripple effects on families and communities through housing issues, educational setbacks, reduced economic activity, and long-term credit exclusion. The Tribunal's handling of DRA cases thus acts as both a legal remedy and a socio-economic intervention fostering consumer stability and financial inclusion.

Beyond the monetary value, each granted order represents a critical legal intervention that enables consumers to stabilise their financial affairs and ultimately re-enter the formal credit market following successful rehabilitation. These outcomes preserve human dignity, protect households from the adverse consequences of

over-indebtedness, and create opportunities for continued economic participation despite financial hardship. For credit providers, the issuance of DRA orders provides a lawful, efficient, and structured alternative to costly litigation and enforcement proceedings, enabling debt recovery through regulated, predictable repayment mechanisms.

The Tribunal's ability to maintain a 97.3% grant rate while issuing 46,938 DRA orders during the 2025/26 financial year, in the face of increasing application volumes and constrained Tribunal member capacity, demonstrates not only operational resilience and adjudicative efficiency, but also a sustained commitment to fulfilling its statutory mandate. The continued reduction in turnaround times to 21.15 days further reflects the effectiveness of the Tribunal's adjudication strategies, digital systems, and case management processes.

These indicators show a mature, effective adjudicative system that balances consumers' and credit providers' rights, boosting confidence in the Tribunal as a key South African consumer credit institution. During the reporting period, the Tribunal made 145 judgments on complex consumer protection and credit-related matters. These judgments carry significance beyond the individual parties involved, contributing towards the development of jurisprudence, enforcement, and industry conduct in alignment with legislative requirements.

The broader impact of these decisions sets principles that guide future compliance, fostering accountability, fair conduct, and regulatory stability. The Tribunal not only resolves disputes but also encourages proactive adherence to consumer protection laws and promotes industry accountability.

Throughout the reporting period, a number of Tribunal decisions attracted significant media attention across national print and digital media platforms. The coverage highlighted the Tribunal's continued role as an effective enforcement and adjudicative body capable of delivering meaningful financial relief to consumers while holding businesses accountable for prohibited conduct and unfair practices.

Media reporting during the year focused on defective motor vehicle sales, refunds, penalties, food safety, misleading advertising, and violations under the CPA. Several cases resulted in substantial refunds and fines, underscoring the Tribunal's role in protecting consumers and enforcing accountability. Media also highlighted the Tribunal's influence on legal principles regarding prescription, supplier liability, jurisdiction, and consumer

rights, strengthening its position in South Africa's consumer protection. Increased visibility raised public awareness of the Tribunal's role and fairness, presenting it as a credible, balanced body that delivers consumer redress while ensuring procedural fairness and legal integrity.

The following judgments illustrate the broader impact and significance of selected Tribunal decisions during the reporting period.

NCT/267093/2023/57(1) NATIONAL CREDIT REGULATOR vs K2014241715 (SOUTH AFRICA) (PTY) LTD t/a QUICK BUCKS CASH LOANS

This matter arose after the NCR investigated Quick Bucks Cash Loans following the discovery of misleading advertisements offering "free" loans with "no charges at all." The investigation revealed multiple contraventions of the NCA, including misleading advertising, failure to conduct proper affordability assessments, reckless credit granting, unlawful charges, overcharging of interest and fees, and the use of non-compliant credit agreements. The Tribunal found the respondent's conduct constituted prohibited conduct and declared the sampled credit agreements to be reckless. The Tribunal further ordered the respondent to refund affected consumers, remove adverse credit listings and judgments, appoint an independent auditor to identify similarly affected consumers, and cancel the respondent's registration as a credit provider while also imposing an administrative fine.

NCT-328494-2024-75(1)(b) NELISIWE MAGRET KHUMALO vs RZT ZELPY 4300 (PTY) LTD t/a AUTOMAX GEORGE, WIZ LINK (PTY) LTD, WESBANK, A DIVISION OF FIRSTRAND BANK LIMITED

This matter concerned the sale of a motor vehicle fitted with a defective 13-year-old tyre which burst only 67 kilometres after purchase, resulting in the vehicle being written off. The Tribunal found that the suppliers had contravened the CPA by failing to provide goods that were safe, durable, and of good quality as required by section 55 of the CPA. The judgment clarified that a roadworthy certificate alone does not guarantee compliance with CPA and that suppliers remain responsible for identifying and disclosing defects. Although the Tribunal could not order a refund because the vehicle could not be returned after being written off, it found the suppliers' conduct unlawful and confirmed the consumer's right to pursue damages in the civil courts.

NCT/359369/2024/141(1)(b) ANDERSON LINATSHA vs EXPERIAN SOUTH AFRICA (PTY) LTD

In this case, the applicant (Anderson Linatsha) discovered an adverse listing on his credit profile regarding an African Bank account that was allegedly handed over for collection. Despite disputing the listing and requesting supporting evidence, neither Experian nor African Bank provided credible proof or evidence that the required prior notice had been issued before the adverse listing was submitted. The Tribunal found that Experian unlawfully retained disputed information and that African Bank failed to provide the consumer with the legally required 20 business days' notice in terms of the NCA. The Tribunal declared the conduct prohibited, emphasising the obligation on credit bureaus and credit providers to ensure fairness, procedural compliance, and transparency when processing and reporting adverse credit information.

NCT/367710/2024/141(1)(b) MARTHA CORNELIA STANDER vs VANESSA ANN BATES AND NATIONAL CREDIT REGULATOR

The Tribunal found that Experian South Africa and African Bank had failed to comply with the NCA after retaining an adverse credit listing without providing credible supporting evidence. The applicant argued that she sought to cancel her debt review application after learning that the proposed repayment amount was higher than initially discussed but later discovered that she had already been listed under debt review. The Tribunal found that by signing Form 16, the consumer had triggered the statutory debt review process and that her subsequent attempt to cancel did not terminate the process under the NCA. Although the application was dismissed, the judgment highlighted the importance of informed consent, transparency, and proper communication by debt counsellors regarding consumers' rights and obligations during debt review proceedings.

NCT/273890/2023/75(1)(b) EMMA JANE ATTWELL vs WHEELER DEALER AUTO SALES CC

This matter involved the purchase of an Opel Vivaro vehicle by the applicant, Ms Emma Jane Attwell, from Wheeler Dealer Auto Sales CC, together with a warranty valued at R40,000. Shortly after the purchase, the vehicle developed serious mechanical defects that required repairs amounting to R73,225.75, leaving the applicant with a shortfall of R32,225.75 after the warranty limit was exhausted and the seller refused further assistance.

The Tribunal found that the respondent had failed to comply with its obligations under the CPA, particularly the implied warranty on repaired and supplied goods, and criticised the respondent's evasive conduct and failure to repair or replace the defective goods within the warranty period. The Tribunal ruled in favour of the applicant and ordered the respondent to reimburse the outstanding repair costs of R32,225.75 together with the applicant's legal costs.

NCT/392117/2025/73(2)(b) NATIONAL CONSUMER COMMISSION vs NOLLY MOTORS (PTY) LTD

In this case, a dealer (Nolly Motors (Pty) Ltd sold a defective 2013 Audi A4 for R146,000, and within two days of purchase, the vehicle displayed serious mechanical defects, resulting in the consumer spending R33,842.09 on repairs. Despite repeated attempts to resolve the matter with the supplier, the issue remained unresolved and was subsequently referred to the Tribunal by the NCC. The Tribunal found that the respondent had contravened section 56(2) of the CPA by failing to repair, replace, or refund defective goods within six months of purchase. The Tribunal declared the respondent's conduct prohibited and ordered a full refund of the purchase price. Although the consumer's claim for repair costs had been prescribed, the judgment reaffirmed the Tribunal's role in enforcing consumer rights and promoting accountability within the motor vehicle industry.

NCT/394691/2025/141(1)(b) MUKWEVVHO ROFHIWA CLIFFORD vs EXPERIAN SOUTH AFRICA (PTY) LTD

This matter concerned a disputed adverse credit listing linked to a debt allegedly ceded from MTN to Nimble Group. The applicant, Mr Mukwevvhro Rofhiwa Clifford, challenged the validity of the debt and argued that Experian South Africa had listed the debt without sufficient supporting documentation. The Tribunal found that Experian had contravened section 72(3) of the NCA by failing to obtain and provide credible evidence confirming the existence and amount of the debt. The Tribunal held that a cession letter alone was insufficient proof and that Experian should have obtained additional supporting documents, such as the original credit agreement or final account statement. The Tribunal ordered Experian to remove all information relating to the disputed Nimble account from the applicant's credit profile within seven days, reaffirming consumers' rights to fair and accurate credit reporting.

NCT/396874/2025/73(2)(b) NATIONAL

CONSUMER COMMISSION vs KIA EAST RAND (PTY) LTD

The matter involved a consumer who purchased a used 2015 Audi A3 from Kia East Rand (Pty) Ltd, which developed multiple mechanical defects shortly after purchase despite repeated repair attempts. The NCC referred the matter to the Tribunal after the supplier failed to resolve the issue. The Tribunal found that the respondent had contravened section 56(3) of the CPA, which requires suppliers to replace or refund defective goods if the defects persist after repair within three months. The Tribunal rejected the dealer's argument that the defects were ordinary wear-and-tear and held that the vehicle remained defective. Kia East Rand was ordered to refund the consumer R245,075.00 within ten days and to pay an administrative fine of R50,000.00. The judgment reaffirmed consumers' rights to safe and reliable goods and reinforced suppliers' obligation to comply fully with the CPA's warranty provisions.

NCT-400780-2025-73(2)(B) NATIONAL CONSUMER COMMISSION vs CARTRACK (PTY) LTD

Following hundreds of consumer complaints relating to billing disputes, cancellation difficulties, and unfair contractual practices, the NCC brought an application before the Tribunal against Cartrack (Pty) Ltd. Following an investigation, the NCC formed the view that the respondent may have contravened sections 14, 29, 38, 40 and 48 of the CPA and referred one complaint to the Tribunal. Before the matter proceeded, the parties entered into a settlement agreement, which the Tribunal confirmed as a consent order in terms of section 74(1) of the CPA. Under the agreement, the respondent agreed to resolve 167 complaints, provide refunds and other forms of redress to affected consumers, cancel contracts without penalty, amend its business practices, and participate in dispute-resolution processes through Ombudsman schemes. The Tribunal also confirmed an administrative fine of R5 million against the respondent. The ruling reinforces the Tribunal's role in ensuring accountability, consumer redress, and compliance with consumer protection legislation while highlighting the risks of systemic non-compliance by suppliers.

4. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

100%

ACHIEVED
OF PREDETERMINED
OBJECTIVES

Despite fiscal and HR constraints, the Tribunal
ACHIEVED 100% OF ITS PREDETERMINED OBJECTIVES
while advancing several strategic organisational initiatives.

The Tribunal has two programmes:

Programme 1: Administration

Programme 2: Adjudication

3.1. PROGRAMME 1: ADMINISTRATION

Purpose: To provide strategic leadership and corporate support services that enable the Tribunal to implement its legislative mandate through efficient, sustainable and responsive organisational resources.

DESCRIPTION OF SUB-PROGRAMMES FOR ADMINISTRATION

a) Financial Management

The Financial Management unit plans, manages and monitors the Tribunal's financial resources to support the achievement of its strategic objectives. It is responsible for financial planning, budgeting, expenditure management, financial reporting and the efficient allocation of resources.

b) Governance Support

The Governance Support unit provides governance, legal, risk, compliance and secretariat services. It supports governance structures, coordinates assurance activities and promotes compliance with legislative and regulatory requirements.

c) Human Resources

Human Resources is responsible for organisational design, workforce planning, recruitment, talent management, learning and development, employee wellness and internal communication. These

functions support organisational capability, employee engagement and the achievement of strategic objectives.

d) Information and Communications Technology Support

ICT provides secure, reliable and integrated technology solutions that enable communication, collaboration and information sharing across the Tribunal. It supports business systems, digital service delivery and operational efficiency while improving accessibility for stakeholders.

e) Communications

The office of the Registrar handles all external communications, including stakeholder engagement, media relations, digital platforms, publications, and public awareness campaigns. Its goal is to promote understanding of the Tribunal's mandate, services, and decisions, while also enhancing transparency, accessibility, and the institution's credibility.



HOW THE CHOSEN OUTCOMES LINK TO THE INSTITUTIONAL MANDATE

a) Financial Management

Financial Management supports the Tribunal's mandate by ensuring financial sustainability, sound financial governance and compliant procurement. Through effective financial planning, budgeting, expenditure management and internal controls, the unit enables the Tribunal to deliver its adjudicative functions efficiently while maintaining clean governance and value for money.

Finance contributes by:

- Providing sound financial advice.
- Maintaining effective financial systems and controls.
- Ensuring compliant and efficient procurement.
- Promoting sound financial governance and value for money.

b) Governance

The Governance unit provides the governance framework that supports the Tribunal's statutory mandate through governance, legal services, risk management, compliance, internal audit coordination, and secretariat services. These functions strengthen accountability, ethical conduct, effective oversight and informed decision-making while enhancing organisational resilience, transparency, and operational effectiveness.

c) Human Resources and Facilities Management

HR and Facilities Management supports the Tribunal by developing an agile, capable and resilient workforce. Through strategic workforce planning, talent management, organisational development, and continuous learning, the unit ensures that the Tribunal attracts, develops, and retains employees with the skills required to deliver its mandate effectively.

Ongoing investment in the Talent Management System supports continuous professional development and organisational sustainability.

d) Information and Communications Technology Support

ICT enables the Tribunal's mandate by providing secure, reliable, and integrated technology solutions that support the efficient administration of justice and service delivery. It enhances digital capability, protects information assets, improves availability and supports business continuity. Through digital service delivery and continuous innovation, ICT improves operational efficiency, accessibility and access to justice.

e) Communications

Communications advances the Tribunal's mandate by ensuring that consumers, debt counsellors, credit providers and other stakeholders understand the Tribunal's jurisdiction, processes and services. Through strategic communication, public education, stakeholder engagement and the publication of decisions, it improves access to the Tribunal and supports the fair, efficient and transparent resolution of matters arising under the NCA and the CPA.

It also promotes transparency, accountability and public confidence, strengthens stakeholder relationships and positions the Tribunal as a trusted source of information on consumer and consumer credit adjudication.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

The Tribunal successfully achieved all output indicators for Programme 1: Administration, demonstrating organisational management and supporting overall institutional performance.



Human Resources and Facilities Unit

Output	Output indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for deviations
OUTCOME: A CAPABLE TRIBUNAL							
Unqualified audit opinion obtained.	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report	-	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report.	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report.	An unqualified opinion issued by the external auditors on the Annual financial statement and with no material findings on compliance with legislation and on the Annual Performance Report.	Achieved	N/A
Suppliers paid	Average number of days taken to pay Suppliers	-	15.44 days	15 days	13.81 days	Exceeded.	Target exceeded due to payments made more frequently.
Approved financial sustainability report	Number of financial sustainability reports approved by the Executive Chairperson	-	1	1	1	Achieved	N/A
Systems availability	Average percentage availability of systems during business hours	99.58%	99.81%	98%	99.61%	Exceeded.	Target exceed due to consistent monitoring and oversight.
Security assessment audits	Number of designated security assessment audits conducted	1 external and 1 internal penetration tests completed and project action plan developed to address findings	2 (1 Internal and 1 external security audit)	2 (1 Internal and 1 external security audit)	2 (1 Internal and 1 external security audit)	Achieved	N/A
System generated compliance reports	Number of compliance reports generated by the compliance monitoring system	-	1 compliance monitoring system developed	4 compliance system reports	4 compliance system reports	Achieved	N/A
Position filled	Percentage of filled positions against approved organisational structure	88.4%	94.90%	85%	91.11%	Exceeded	Various positions were frozen due to a job profiling and evaluation project.
Interns employed	Number of interns appointed	8	5	5	6	Exceeded	This was done to increase employability of youth.

Output	Output indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for deviations
Mentoring programmes	Number of mentoring programmes implemented	-	-	4	4	Achieved	N/A
Culture/ wellness surveys or interventions	Number of culture/ wellness surveys or interventions conducted	-	2	2	2	Achieved	N/A
OUTCOME: A DIGITALLY ENABLED TRIBUNAL							
An Artificial Intelligence (AI) System for DRAs	Implementation of an Artificial Intelligence based system to auto evaluate DRA applications	-	-	Development source code approved, unit and integration testing.	Development source code approved, unit and integration testing.	Achieved	N/A
An Artificial Intelligence System for the auto-generation of condonation rulings.	Implementation of an Artificial Intelligence system for the auto-generation of condonation rulings	-	-	Approved business requirements specifications.	Approved business requirements specifications.	Achieved	N/A
OUTCOME: AN ACCESSIBLE TRIBUNAL							
Engagements with external stakeholders	Number of engagements with external stakeholders	34	29	24	33	Exceeded	Due to the needs of industry, the Tribunal exceeded its engagement target.
OUTCOME: A CAPABLE CONSUMER AND CONSUMER-CREDIT ECOSYSTEM							
Public Training sessions	Number of public training sessions held to increase employment prospects	-	-	5	5	Achieved	N/A
Trained SMME's	Number of SMME's trained ¹	-	-	25	32	Exceeded	The number of companies expressing interest in attending surpassed initial projections.
Youths provided with work experience	Number of youths provided with work experience through job shadowing	-	-	10	10	Achieved	N/A

¹ In the Quarter 3, it was reported that there was an issue with the wording on the TID under desired performance. We further noted that the output tables for both annual and quarterly performance reporting clearly reflect the target as the number of SMMEs that have been trained. We confirmed that we will note this for the purpose of the annual report.

3.2. PROGRAMME 2: ADJUDICATION

Purpose: To provide the necessary administrative, adjudicative, and other related services to ensure that the Tribunal delivers successfully on its mandate.

Description of sub-programmes for Adjudication

A) CASE MANAGEMENT

The purpose is to provide services to ensure that all cases are timely prepared, that filing parties and applicants are communicated with, and that all pertinent information is recorded and disseminated. The case management process involves numerous steps, from capturing an application to managing the flow of a case, initiating adjudication, and finally, issuing judgments to the parties.

B) ADJUDICATING

The purpose is to adjudicate on both substantive and interlocutory applications. It ensures that competent, professional, impartial Tribunal members are available to attend to matters, that the procedures followed are fair, and that Tribunal members' decision-making is substantively sound in accordance with legal precedents and requirements.

HOW THE CHOSEN OUTCOMES LINK TO THE INSTITUTIONAL MANDATE

- Stakeholders' confidence in the Tribunal is inspired by high-quality adjudication and case management.
- The Tribunal's mandate is to hear and decide cases involving consumers, suppliers of goods and services, credit providers, regulators, DCs, credit bureaux, payment distribution intermediaries, and alternative dispute resolution agents. In so doing, the Tribunal hears applications and cases premised on the terms outlined in the NCA, the CPA, and the Tribunal's Rules.
- Aligned with the Tribunal's mandate and the overarching legislative provisions, four guiding principles define the Tribunal's approach to adjudication. These foundation provisions require the Tribunal to conduct itself in a manner that is:
 1. Inquisitorial;
 2. Expeditious;
 3. Informal; and
 4. In accordance with the principles of natural justice.
- All applications before the Tribunal have been

categorised as either DRAs or Non-DRAs. This is to ensure that the complexity of applications is taken into account throughout the case management and adjudication processes.

- To ensure expeditious adjudication of DRAs, the Tribunal has implemented a time-sensitive measure that considers adjudication efficiency from both case management and adjudication perspectives.
- To ensure expeditious adjudication of Non-DRAs, the Tribunal has created two time-sensitive measures: the first to ensure case management efficiency and the second to ensure adjudication efficiency.
- To ensure adjudication that is inquisitorial and informal, in accordance with the principles of natural justice, the Tribunal has implemented a measure that tracks decisions overturned on review by the Supreme Court of Appeal.

By ensuring expeditious, high-quality judgments, the Tribunal delivers on its legislative mandate and inspires stakeholder confidence. Therefore, the performance measures in place are aligned to the adjudication programme and mandate of the Tribunal.

OUTCOMES, OUTPUTS, OUTPUT INDICATORS, TARGETS AND ACTUAL ACHIEVEMENT

The Tribunal successfully met all its output indicators within its adjudication programme. This has ensured that adjudication at the Tribunal is efficient and effective, with the impact of its judgments felt not just at a micro-level but also at a macro-level.

The swift resolution of cases bolsters public confidence in the Tribunal's capacity to fulfil its mandate and aligns with the government's strategic priorities.



Output	Output indicator	Audited Actual Performance 2023/2024	Audited Actual Performance 2024/2025	Planned Annual Target 2025/2026	Actual Achievement 2025/2026	Deviation from planned target to Actual Achievement 2025/2026	Reason for deviations
OUTCOME: A CONFIDENT CONSUMER AND CONSUMER-CREDIT MARKETPLACE							
DRAs issued	Average number of days from the date of filing of DRA to date of issuing an order to parties.	31.04 days	22.43 days	48 days	21.15 days ²	Exceeded	Innovative allocation strategies implemented to reduce turnaround despite volume
Set downs issued	Average number of days from the date of closing of pleadings on a Non-DRA to issuing a first notice of set down to the parties.	9.07days	8.52 days	14 days	7.30 days	Exceeded	Weekly allocations are requested for set-downs to ensure matters are processed efficiently.
Non-DRA orders issued	Average number of days from the date of final adjudication of Non-DRA to date of issuing an order.	18.12 days	12.17 days	20 days	8.47 days	Exceeded	Judgment writing, review and monitoring processes have allowed for expeditious delivery.
Impact reports on DRA or Non-DRA judgments and orders submitted	Number of Impact Reports on DRA or Non-DRA judgments and orders of the Tribunal	-	14	12	15	Exceeded	Due to the nature of the impact, additional reports were drafted.
Reports or research papers submitted	Number of Reports or Research Papers relating to the consumer and consumer-credit industry	-	-	2	2	Achieved	N/A

² The annual target for this output indicator is based the average turnaround for all DRAs issued over 2025/26. However, through a completeness quality assurance check it was established that case reference NCT-416289-2025-138(1) was still to be updated in terms of finalisation date. The update has occurred; however, the Quarter 4 2025/26 output achievement of 22,23 days should be revised to 22,24 days. This change will be incorporated in the Quarter 1 2026/27 report.

LINKING PERFORMANCE WITH BUDGETS

Programme/activity/objective	2025/26			2024/25		
	Budget R'000	* Actual Expenditure R'000	(Over)/Under Expenditure R'000	Budget R'000	Actual Expenditure R'000	(Over)/Under Expenditure R'000
Adjudication	46 687	36 506	10 310	44 276	43 396	880
Administration	56 231	51 828	4 515	36 995	38 762	-1 767
Total	102 918	88 334	15 825	81 271	82 158	-887

* includes R6,4 million surrendered to National Treasury.

STRATEGY TO OVERCOME AREAS OF UNDERPERFORMANCE

The Tribunal has achieved 100% of the targets; however, we have reflected an underspending. This is primarily attributable to a significant number of vacancies resulting from labour-related matters and a job grading exercise. The Tribunal intends to implement a revised structure and to fill all vacant positions during the 2026/27 financial year.

REVENUE COLLECTION

Sources of revenue	2025/26			2024/25		
	Estimate R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000	Estimate R'000	Actual Amount Collected R'000	(Over)/Under Collection R'000
Grant Roll over	53 726	53 726	0	52 000	52 000	0
Filing Fees	27 756	30 874	-3 118	20 892	33 751	-12 859
Interest earned	1 251	3 986	-2 735	1 088	3 712	-2 624
Total	82 733	88 586	-5853	73980	89 463	-15483

The Tribunal received its full initial grant allocation of R53.7 million from **the dtic** for the 2025/26 financial year.

Filing fee revenue exceeded the budget by R3.1 million due to a higher-than-anticipated volume of matters filed when the budget was prepared.

Interest income also exceeded the budget due to higher cash balances available for investment, primarily resulting from underspending during the year and surplus funds carried forward from the previous financial year.

5. CAPITAL INVESTMENT

The Tribunal does not undertake infrastructure projects and therefore does not require a Capital Investment Plan. Property, plant, and equipment, together with intangible assets, are maintained in a comprehensive asset register, and their useful lives and residual values are reviewed annually. The assets remain in satisfactory condition, with minimal maintenance requirements. Details of movements in property, plant, equipment, and intangible assets are disclosed in Notes 5 and 6 of the Annual Financial Statements.



national consumer tribunal

PART C GOVERNANCE



Governance Unit

1. INTRODUCTION

Corporate governance comprises the systems, principles and processes through which public institutions are directed, managed and held accountable. Within the public sector, it promotes ethical leadership, effective oversight, transparency, accountability and the responsible stewardship of public resources.

The Tribunal's governance framework is guided by its enabling legislation, applicable statutory requirements and the PFMA, while giving effect to the governance principles of the King IV Report on Corporate Governance. Together, these frameworks promote responsible leadership, sound financial management, effective risk oversight and sustainable organisational performance. The Tribunal remains committed to high standards of governance, accountability and ethical leadership. During the 2025/2026 financial year, the Tribunal maintained its 14th consecutive clean audit outcome and achieved 100% of its predetermined objectives, demonstrating the effectiveness of its governance, oversight and internal control environment.

Parliament, the Executive Authority, and the Accounting Authority continue to provide governance, oversight, and accountability in support of the Tribunal.

2. PORTFOLIO COMMITTEES

During the 2025/26 financial year, the Tribunal supported parliamentary oversight by engaging with the relevant Portfolio Committee. The Tribunal appeared before the Committee on 10 March 2026 to present its performance for Quarters 1 to 3 of the 2025/26 financial year. The Committee commended the Tribunal for its institutional performance, leadership, governance, and adjudicative efficiency, and acknowledged its proactive response to

matters raised during the planning engagement, including strengthening its provincial impact and addressing perceptions of the institution's corporatisation. The engagement reaffirmed the Tribunal's commitment to accountability, responsiveness, access to justice, and operational excellence. In addition to its formal parliamentary appearance, the Tribunal participated in broader parliamentary and **the dtic** engagements on consumer protection, the debt review system, adjudicative developments, and the implementation of the NCA.

3. EXECUTIVE AUTHORITY

The Tribunal maintained constructive and transparent engagement with the Executive Authority throughout the 2025/2026 financial year. Quarterly performance reports, monthly financial reports, governance updates and all required compliance reports were submitted timeously in accordance with legislative and regulatory requirements.

In support of **the dtic's** strategic and policy objectives, the Tribunal provided case studies, operational insights and adjudicative data demonstrating its contribution to consumer protection, access to justice, responsible credit practices and market conduct regulation. These contributions highlighted the Tribunal's role in advancing the broader consumer protection and economic transformation agenda.

4. THE ACCOUNTING AUTHORITY/BOARD

In terms of the PFMA, the Chairperson of the Tribunal serves as the Accounting Authority. In this capacity, the Accounting Authority is responsible for ensuring effective governance, sound financial management, institutional accountability, and the safeguarding of the Tribunal's assets, records and operational integrity.



During the year under review, the Accounting Authority provided strategic leadership and oversight in support of organisational reform, digital transformation, operational growth and the implementation of the 2025–2030 Strategic Plan.

COMMITTEES

Committee	No. of meetings held	No. of members	Name of members
Audit and Risk Committee	5	3	• Mr Suleman Badat • Ms Rudzani Rasikhinya • Adv. Adila Chowan
Human Resource Governance Committee	2	2	• Mr Rajesh Jock • Ms Nolufefe Ali
Information and Communications Technology Governance Committee	4	2	• Dr Pritish Dala • Mr Sandile Ndaba

AUDIT AND RISK COMMITTEE

The ARC is an independent statutory committee that reports directly to the Accounting Authority. It supports the Accounting Authority by providing independent oversight of financial management, governance, risk management, internal controls and compliance.

The ARC provides independent assurance on the integrity of the Tribunal's financial reporting and oversees the preparation of the Annual Financial Statements in accordance with applicable legislative and regulatory requirements. It also monitors the effectiveness of internal controls, governance processes, risk management, internal audit and compliance across the institution.

During the 2025/26 financial year, the ARC provided quarterly assurance to the Accounting Authority and **the dtic** on the effectiveness of the Tribunal's governance and risk management environment. The Committee also oversaw the implementation of the enhanced institutional risk management framework, including the expanded risk register and ongoing risk mitigation initiatives.



Mr Suleman Badat
(ARC Chairperson)



Adv Adila Chowan
(Member)



Ms Rudzani Rasikhinya
(Member)



Mr Rajesh Jock
(Chairperson)



Ms Nolufefe Ngqubekile-Ali
(Member)

HR GOVERNANCE COMMITTEE

The HR Governance Committee provides strategic oversight of human capital management within the Tribunal. It supports the Accounting Authority by reviewing HR policies, organisational development, labour relations, workforce planning and performance management.

During the 2025/26 financial year, the Committee oversaw the Tribunal's organisational re-engineering and job profiling initiatives in support of the 2025–2030 Strategic Plan. It monitored consultation with employees and relevant stakeholders throughout the restructuring and job profiling process, ensuring fairness, transparency, accountability and organisational sustainability.

It also continued to fulfil its role as the Tribunal's Performance Management Committee by monitoring organisational culture, employee wellbeing, labour relations, skills development, succession planning and institutional transformation.

ICT GOVERNANCE COMMITTEE

The ICT Governance Committee supports the Accounting Authority by providing strategic oversight of information and communication technology (ICT) within the Tribunal. Its responsibilities include oversight of ICT strategy, digital transformation, cybersecurity, ICT risk management, information security, systems performance, resource management and technology projects.

During the 2025/26 financial year, the Committee oversaw the Tribunal's digital transformation programme, with particular focus on AI-assisted systems development, workflow automation, digital adjudication, information security and operational resilience.

The Committee also monitored the alignment of ICT investments with the 2025–2030 Strategic Plan to ensure that technology initiatives support adjudicative efficiency, institutional sustainability, innovation and improved service delivery.



Dr Prittish Dala
(Chairperson)



Mr Sandile Ndaba
(Member)

5. RISK MANAGEMENT

The Tribunal maintains a robust and evolving risk management framework, supported by a formal risk strategy, charter, clearly defined roles and responsibilities, and an approved risk appetite and tolerance statement. Annual organisation-wide risk identification workshops informed the review and enhancement of the Tribunal's strategic and operational risk register. These processes strengthened the identification, assessment and mitigation of risks to service delivery, regulatory compliance and organisational sustainability. A voluntary cross-functional team of seven employees continued to support risk management activities in collaboration with executive leadership. The team's contribution, together with broad staff participation in the annual risk workshops, strengthened the Tribunal's risk culture, enhanced the identification of emerging risks and reinforced alignment between operational and strategic priorities.

The Audit and Risk Committee (ARC) continued to provide quarterly assurance to the Accounting Authority and the dtic on the effectiveness of the Tribunal's risk management framework.

6. INTERNAL CONTROL

During the 2025/26 financial year, the Internal Audit function successfully implemented the approved Internal Audit Plan under the oversight of the ARC. The following internal audit reviews were completed:

- Annual Performance Review
- Annual Performance Plan Review
- Performance Information Review (Quarters 1 and 3)
- Probity Audits
- Supply Chain Management Review

- Compliance Review
- IT Business Continuity Review
- Performance Bonus Review
- Salary Increase Review
- Leave Encashment Review
- Audited Financial Statements Review
- Follow-up review

All 12 internal audit reviews were independently assessed as "adequate and Effective". While no high-risk findings were identified, Internal Audit concluded that the Tribunal's overall control environment requires improvement due to a limited number of medium-risk control deficiencies. At the follow-up review, management had addressed 91% of internal audit findings and 100% of external audit findings.

7. INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit function is outsourced to RAIN Chartered Accountants Inc. (appointed from 1 October 2023) and is administratively overseen by the Chief Operating Officer (COO). Internal audits are conducted in accordance with the approved three-year risk-based Internal Audit Plan and cover all key areas of the Tribunal's operations.

Internal Audit provides Management with independent and objective assurance and advisory services that strengthen governance, risk management, and control processes. Through a systematic and disciplined approach, it supports continuous improvement of organisational performance and assists the Tribunal in achieving its strategic objectives.

The table below discloses relevant information on the ARC members.

Name	Qualifications	Internal or external	If internal, position in the public entity	Date appointed	Date Resigned/ Re-appointed	No. of Meetings attended
Mr S Badat (Chairperson)	• CA (SA)	External		01/04/2019	Re-appointed 1 April 2025	5
Ms R Rasikhinya	• B Com • CA(SA)	External		01/04/2019	Re-appointed 1 April 2025	4
Adv. Adila Chowan	• B Com • CS(SA) • LLB	External		N/A	Re-appointed 1 April 2025	3

8. COMPLIANCE WITH LAWS AND REGULATIONS

The Tribunal has developed a comprehensive compliance management framework comprising all applicable legislative and regulatory requirements, supported by a compliance monitoring system and compliance checklists completed by responsible managers. During the 2025/26 financial year, the Tribunal complied with the requirements of the Public Finance Management Act, 1999 (Act No. 1 of 1999) and the National Treasury Regulations.

9. FRAUD AND CORRUPTION

The Tribunal has a Fraud Prevention Policy and a Fraud Plan to promote a culture of zero tolerance for fraud and corruption. As part of its fraud prevention programme, an annual Fraud Awareness Workshop is held for employees to reinforce reporting obligations, raise awareness of fraud and corruption, and promote use of the Tribunal's anonymous Fraud Hotline. The workshop was held on 13 February 2026.

The Tribunal's Fraud Hotline is managed by an independent service provider which reports all allegations of fraud directly through the designated reporting channels. Where allegations are substantiated, appropriate disciplinary, civil and, where applicable, criminal action may be instituted. Monthly reports on Fraud Hotline activity are submitted to management. All reported allegations of fraud and corruption are recorded in the Tribunal's Fraud Register and, together with whistle-blower reports, are submitted to the ARC on a quarterly basis. The Tribunal also maintains a Whistleblowing Policy to encourage the confidential reporting of suspected fraud and corruption without fear of victimisation.

10. MINIMISING CONFLICT OF INTEREST

The Tribunal has established processes to identify and manage actual or potential conflicts of interest involving Tribunal members and employees in relation to adjudication, procurement, governance and operational activities. These include an annual declaration of interest, through which Tribunal members and employees disclose financial and other interests that may give rise to a conflict of interest. Directorships and shareholdings that may create conflicts in relation to procurement or adjudication must also be declared.

Before the adjudication of each matter and prior to governance, operational, procurement, and recruitment activities, the relevant parties complete conflict-of-interest declarations. Any potential conflict is disclosed and assessed before the matter proceeds. Conflicts relating to adjudication are referred to the Executive Chairperson for determination, while conflicts arising during committee or meeting proceedings are referred to the relevant Chairperson. Where a conflict exists, the affected individual is recused from deliberations and decision-making on the relevant matter.

11. CODE OF CONDUCT

The Tribunal has a Code of Conduct and Conflict of Interest Policy. Non-compliance with the Code or any Tribunal policy constitutes a serious violation and may result in disciplinary action, including dismissal, as well as civil or criminal sanctions. These repercussions may apply not only to employees who commit misconduct, but also to those who condone it, fail to report it, fail to take reasonable steps to prevent, detect, and address it, or retaliate against individuals who report potential misconduct.

12. HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Occupational Health and Safety (OHS) Committee met quarterly to ensure compliance with the Occupational Health and Safety Act and to promote a safe, healthy, and risk-aware working environment.

No workplace injuries were recorded during the reporting period, reflecting the Tribunal's commitment to employee health and safety. Evacuation drills were also conducted to strengthen emergency preparedness and ensure employees remained familiar with emergency procedures and response protocols.

13. COMPANY/BOARD SECRETARY

The Tribunal is a small entity and does not have a Company Secretary.

14. SOCIAL RESPONSIBILITY

SOIL OF AFRICA (SOA), MAMELODI, PRETORIA

Public employability training was provided to unemployed youth, focusing on CV writing, interview preparation, workplace readiness, communication skills, and professional conduct. A total of 460 youth participated, improving their employability and readiness for workplace integration.



REFORMED CHURCH, DIEPSLOOT

Public employability training was provided to unemployed individuals to strengthen workplace readiness. The programme covered CV writing, interview preparation, communication skills, and professional conduct, benefiting 48 community members.



OLIVENHOUTBOSCH SECONDARY SCHOOL

As part of the Tribunal's Corporate Social Investment initiatives, the school received donations of textbooks and sanitary pads to support learners and improve access to essential educational resources. The initiative promoted learner wellbeing, dignity, and improved learning conditions.



OLIVENHOUTBOSCH SECONDARY SCHOOL CAREER FAIR

A career guidance session was held to provide learners with information about career opportunities, mentorship, and future educational pathways. The initiative supported informed career decision-making and encouraged learners to pursue their future aspirations.



15. REPORT OF THE AUDIT AND RISK COMMITTEE

The Committee is pleased to present its report for the financial year ended 31 March 2026.

AUDIT AND RISK COMMITTEE RESPONSIBILITY

The Audit and Risk Committee reports that it has complied with its responsibilities arising from Section 51(1) (a) (ii) of the Public Finance Management Act (PFMA) and National Treasury Regulations 27.1. The Audit and Risk Committee also reports that it has adopted appropriate formal terms of reference as its Audit and Risk Committee Charter, has regulated its affairs in compliance with this Charter and has discharged its statutory and fiduciary responsibilities.

THE EFFECTIVENESS OF INTERNAL CONTROL

The Committee places significant emphasis on maintaining a robust internal control environment. To this end, the following internal audit reviews were completed during the year, providing comprehensive coverage of the NCT's operations:

- Annual Performance Review
- Annual Performance Plan Review
- Performance Information for Quarters 1 and 3
- Probity Audits
- Supply Chain Management Review
- Compliance Review
- IT Business Continuity Review
- Performance Bonus Review
- Salary Increases Review
- Annual Financial Statements review (2025/26)
- Follow Up Review on Audit Action Plans - External and Internal Audit Findings
- Leave Encashment Review

The overall opinion from the Internal Auditors was that the control environment was adequate and effective, a view the committee supports.

ENTERPRISE RISK MANAGEMENT

The Committee is satisfied that the NCT's approach to Enterprise Risk Management (ERM) continues to be effective and is maturing appropriately. Key observations in this area include:

- **Framework and Strategy:** The NCT maintains a comprehensive ERM Framework, supported by an ERM Strategy, a Fraud Prevention Plan and Policy, and a functioning Fraud Hotline.
- **Risk Assessment:** The enterprise risk assessment was updated during the year, and the risk-based internal audit plan was developed, reviewed, and approved by the Committee.
- **Oversight and Monitoring:** Management reported progress on risk mitigation measures, along with the status of strategic and operational risks, to EXCO and the ARC on a regular basis.
- **Conclusion:** The Committee is satisfied that the key strategic and operational risks facing the NCT are being appropriately identified, monitored, and managed.

INTERNAL AUDIT

The Committee has evaluated the performance of the Internal Audit function and is satisfied that:

- The function operated effectively and remained independent throughout the year.
- All planned audits for the reporting period were successfully completed.
- The audit coverage appropriately addressed the key risks facing the NCT and provided value-adding insights to support the Tribunal's financial and operational objectives.

CORPORATE GOVERNANCE

The Committee is of the view that the NCT demonstrates a sustained commitment to sound corporate governance principles and continues to enhance its governance practices. This is evidenced by the effective functioning of governance structures, oversight by the Committee, and the collaborative relationship between the Accounting Authority and management.

IN-YEAR MANAGEMENT AND MONTHLY/QUARTERLY REPORT

The Accounting Authority has tabled the in-year management and monthly/quarterly reports to the Minister and the Committee, as required by Treasury Regulations. The Committee is satisfied with the content and quality of these reports. As per the Committee's regular discussion with NCT Management, Management has confirmed that these reports were properly formulated in compliance with the PFMA and treasury regulations.

EVALUATION OF FINANCIAL STATEMENTS

The Committee in fulfilling its statutory duty to review the financial statements, confirms that it has:

- reviewed and discussed the Audited Annual Financial Statements to be included in the Annual Report with the independent auditors and management;
- reviewed the Independent Auditor's Management Report and their audit findings;
- reviewed changes, if any, to accounting policies and practices as reported in the Annual Financial Statements;
- reviewed the NCT's processes for compliance with legal and regulatory provisions;
- reviewed the information on predetermined objectives as reported in the Annual Report; and
- reviewed material adjustments, if any, resulting from the audit.

The Committee confirms that no material adjustments were required to the Annual Financial Statements following the external audit.

INDEPENDENT AUDITOR'S REPORT

The Committee monitored, on a quarterly basis, management's implementation of the action plans developed in response to the prior year's audit findings. The Committee also met with the Independent Auditor to consider the audit process and confirm that there were no unresolved matters arising from the audit.

The Committee concurs with the Independent Auditor's opinion on the Annual Financial Statements and recommends that the audited Annual Financial Statements be accepted and read together with the Independent Auditor's Report.

The Committee is proud to report that the National Consumer Tribunal has achieved a clean, unqualified audit opinion for the financial year ended 31 March 2026, with no material findings on the financial statements, performance information, or compliance with laws and regulations.

APPRECIATION

The Committee wishes to acknowledge the dedication and hard work performed by the Accounting Authority, other Governance Structures, NCT Management and officials. The Audit and Risk Committee wishes to express its appreciation to the Management of the NCT, the Independent Auditors and the Internal Audit Unit for the cooperation and information they have provided to enable the Committee to compile this report.



Mr Suleman Badat

Chairperson of the Audit & Risk Committee
National Consumer Tribunal
31 August 2026

16. B-BBEE COMPLIANCE PERFORMANCE INFORMATION

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

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
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law?	Not Applicable	The Tribunal derives its adjudicative mandate from the NCA and the CPA, and is not mandated to issue licences or other authorisations.
Developing and implementing a preferential procurement policy?	Yes	The Tribunal's SCM Policy includes the relevant preferential procurement prescripts.
Determining qualification criteria for the sale of state-owned enterprises?	Not Applicable	The Tribunal derives its adjudicative mandate from the NCA and the CPA and is not mandated to sell state-owned enterprises.
Developing criteria for entering into partnerships with the private sector?	Not Applicable	The Tribunal, a public 3A Entity, derives its adjudicative mandate from the NCA and the CPA and is not mandated to enter into partnerships with the private sector.
Determining criteria for the awarding of incentives, grants, and investment schemes in support of Broad-Based Black Economic Empowerment?	Not Applicable	The Tribunal derives its adjudicative mandate from the NCA and the CPA and is dependent on the grant allocation it receives annually from the dtic to perform its day-to-day operations. There are thus no funds earmarked for incentives, grants, or investment schemes in support of B-BBEE.



national consumer tribunal

PART D

HUMAN RESOURCE MANAGEMENT



1. INTRODUCTION

1.1 OVERVIEW OF HR MATTERS IN THE PUBLIC ENTITY

As a strategic enabler of the Tribunal's objectives, the HR and Facilities unit continued to perform strongly during the 2025/2026 financial year and successfully achieved all its Key Performance Indicators (KPIs). The unit remained committed to strengthening institutional capacity, enhancing organisational effectiveness, promoting employee wellness, and ensuring that human capital initiatives remained aligned with the strategic priorities of the Tribunal.

During the reporting period, HR provided effective support through compliant practices. The unit maintained its role as a strategic partner by focusing on development, engagement, skills, performance, and wellness initiatives. Governance structures within the HR environment remained functional, with HR committees (OHS and the Skills Development and Transformation Committee) continuing to meet regularly and work towards their deliverables.

During the reporting period, employability and skills development initiatives reached approximately 508 young people across five communities. The programmes focused on workplace readiness, career guidance and personal development to support youth employability and economic participation.

Digitisation remains a strategic priority to improve efficiency, accountability and the integrity of performance information.

EMPLOYEE WELLNESS PROGRAMMES

Employee wellness remained a key priority. During the reporting period, the Tribunal appointed Company Wellness as its new wellness service provider. Wellness workshops, awareness sessions, employee support programmes and an Employee Wellness Day promoted mental health, employee engagement and healthy lifestyles. Feedback from employee culture surveys informed initiatives such as the 'Walk-with-Me/Talk-with-Me' programme and the establishment of a Women's Focus Group.

HR PRIORITIES FOR THE YEAR UNDER REVIEW AND THE IMPACT OF THESE PRIORITIES

HR PRIORITIES		IMPACT
01	Organisational re-engineering and alignment of the organisational structure.	A streamlined and aligned structure that enhances clarity, efficiency and strategic focus.
02	Review and alignment of all employee job profiles.	Clear roles and expectations that improve performance, accountability and career development.
03	Employee wellness and organisational culture enhancement.	A healthy, engaged and motivated workforce in a positive and supportive culture.
04	Community outreach and employability training initiatives.	Stronger communities and a pipeline of skilled, employable individuals.
05	Strengthening governance and institutional effectiveness.	Stronger governance, compliance and institutional resilience.
06	Advancing the digitisation of the Performance Management System.	A modern, efficient and data-driven performance management process.

HIGHLIGHTS

The HR Unit recorded several significant achievements during the reporting period, which contributed positively towards organisational performance and community development.



CHALLENGES

Capacity constraints and vacancies in critical areas continue to place pressure on existing employees and may affect service delivery if not addressed promptly. The implementation of the revised organisational structure also remains a priority.

FUTURE HR PLANS /GOALS

The HR Unit remains committed to strengthening organisational effectiveness and the employee experience during the next reporting period. Key priorities moving forward include:

- Implementing the revised organisational structure and updated performance agreements.
- Reviewing and enhancing of HR policies and procedures.
- Digitising and automating the Performance Management System.
- Continuing employee wellness initiatives and awareness programmes.
- Expanding youth employability and community outreach initiatives.
- Strengthening organisational capacity through strategic recruitment and workforce planning.
- Aligning human capital strategies with the Tribunal's strategic objectives.

2. HR OVERSIGHT STATISTICS

PERSONNEL-RELATED EXPENDITURE

PERSONNEL COST BY PROGRAMME/ACTIVITY/OBJECTIVE

Programme/activity/objective	Total Expenditure for the entity (R'000)	Personnel Expenditure (R'000)	Personnel exp. as a % of total exp. (R'000)	No. of employees	Average personnel cost per employee (R'000)
Adjudication	36,443	28,437	32%	24	1,185
Administration	51,750	23,881	27%	17	1,405
TOTAL	88,194	52,318	59%	41	1,276

PERSONNEL COST BY SALARY BAND

Programme/activity/objective	Personnel Expenditure (R'000)	% of personnel exp. to total personnel cost (R'000)	No. of employees	Average personnel cost per employee (R'000)
Top Management	2,654	5%	1	2,654
Senior Management	7,619	15%	3	2,540
Professional qualified	14,330	27%	6	2,388
Skilled	17,121	33%	18	951
Semi-skilled	10,078	19%	19*	530
Unskilled	515	1%	2	258
TOTAL	52,318	100%	49	1,068

*This total is inclusive of the contract employees.

PERFORMANCE REWARDS

Programme/activity/objective	Performance rewards	Personnel Expenditure (R'000)	% of performance rewards to total personnel cost (R'000)
Top Management	1	-	-
Senior Management	3	1,139	2%
Professional qualified	6	1,491	3%
Skilled	18	2,766	5%
Semi-skilled	19*	625	1%
Unskilled	2	74	0%
TOTAL	49	6,094	12%

TRAINING COSTS

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 (R'000)
Adjudication	29,437	161	0%	24	7
Administration	23,881	161	0%	17	9
TOTAL	52,318	322	1%	41	8

EMPLOYMENT AND VACANCIES

Programme/activity/objective	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees	2025/2026 Vacancies	% of vacancies
Executive Chairperson	7	8	6	2	25%
Registrar	18	23	19	4	17.39%
Finance	6	6	5	1	16.66%
HR and Facilities	4	7	4	3	42.85%
GOV	2	3	2	1	33.33%
ICT	5	7	5	2	28.57%

*The Tribunal's headcount remained at 62, comprising 54 permanent employees and eight employees appointed on fixed-term contracts of 24 months. These temporary appointments do not form part of the Tribunal's approved permanent establishment.

Programme/activity/objective	2024/2025 No. of Employees	2025/2026 Approved Posts	2025/2026 No. of Employees	2025/2026 Vacancies	% of vacancies
Top Management	1	1	1	0	0%
Senior Management	4	4	3	1	25%
Professional qualified	8	8	6	3	37.5%
Skilled	26	26	18	7	26.92%
Semi-skilled	12	12	19*	1	8.33%
Unskilled	3	3	2	1	33.33%
TOTAL	45	54	49	13	21.84%

The Tribunal appointed a COO on a fixed-term basis pending the recruitment of a permanent COO following the completion of the organisational re-engineering process. Recruitment activities were intentionally deferred during the year under review to allow for the completion of the organisational re-engineering process, including the review and revision of job profiles to ensure alignment between the organisational structure and the Tribunal's current and future operational requirements.

*This total includes eight employees appointed on fixed-term contracts.

EMPLOYMENT CHANGES

Salary band	Employment at beginning of period	Appointments	Terminations	Employment at end of the period
Top Management	1	0	0	1
Senior Management	3	1	1	3
Professional qualified	6	1	1	6
Skilled	20	0	2	18
Semi-skilled	19	0	0	19**
Unskilled	2	0	0	2
TOTAL	51	2	4	49

**This total includes eight (8) employees appointed on fixed-term contracts.

REASONS FOR STAFF LEAVING

Reason	Number	% of total staff leaving
Death	0	0%
Resignation	1	1.61%
Dismissal	2	3.22%
Retirement	0	0%
Ill health	0	0%
Expiry of contract	0	0%
Other	0	0%
TOTAL	3	4.83%

During the reporting period, the Tribunal recorded three employee exits. The turnover experienced during the financial year was primarily attributable to disciplinary matters rather than voluntary employee movement. Of the three exits, two employees were dismissed following the conclusion of formal disciplinary proceedings, during which they were found guilty of misconduct. One employee resigned with immediate effect upon the commencement of disciplinary proceedings, prior to the matter being finalised.

A full-time Tribunal member's contract ended during the period under review; however, this exit has not been included, as Tribunal members are appointed by the President.

Accordingly, employee exits are reported as three rather than four.

The Tribunal did not experience any turnover resulting from resignations for alternative employment opportunities, retirements, or natural attrition during the reporting period. As such, the employee turnover recorded is not indicative of employee dissatisfaction or retention challenges, but rather reflects the implementation of disciplinary processes in accordance with the organisation's Disciplinary Policy and labour legislation.

*Calculation based on a total staff headcount of 62.

LABOUR RELATIONS: MISCONDUCT AND DISCIPLINARY ACTION

Nature of disciplinary Action	Number
Verbal Warning	0
Written Warning	1
Final Written Warning	0
Dismissal	2
TOTAL	3

EQUITY TARGET AND EMPLOYMENT EQUITY STATUS

The Tribunal remains committed to the principles and objectives of the Employment Equity (EE) Act and recognises the importance of maintaining a representative, diverse and inclusive workforce. Employment Equity remains an integral component of the Tribunal's workforce planning and recruitment practices.

The variances against the Tribunal's Employment Equity targets were largely attributable to vacancies that remained unfilled during the reporting period. Although this delayed the filling of vacant positions, it also temporarily limited opportunities to improve workforce representation through recruitment. Recruitment is expected to commence during the 2026/2027 financial year, and the Tribunal will use these opportunities to advance its Employment Equity objectives by attracting suitably qualified candidates from designated groups while ensuring that appointments are based on merit, competence and organisational requirements.

MALE								
Levels	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	1	0
Senior Management	1	2	0	0	0	0	0	0
Professional qualified	1	2	1	0	2	0	0	0
Skilled	4	9	0	1	0	0	0	0
Semi-skilled	7	0	0	0	0	0	0	0
Unskilled	1	0	0	1	0	0	0	0
TOTAL	14	13	1	2	2	0	1	0

FEMALE								
Levels	African		Coloured		Indian		White	
	Current	Target	Current	Target	Current	Target	Current	Target
Top Management	0	0	0	0	0	0	0	0
Senior Management	1	0	0	0	1	0	0	0
Professional qualified	1	2	0	0	1	0	0	0
Skilled	14	0	1	0	1	0	0	1
Semi-skilled	12	0	0	0	0	0	0	1
Unskilled	1	0	0	0	0	0	0	0
TOTAL	29	2	1	0	3	0	0	2

DISABLED STAFF				
Levels	Male		Female	
	Current	Target	Current	Target
Top Management	1	0	0	0
Senior Management	0	0	0	0
Professional qualified	0	0	1	0
Skilled	0	1*	0	0
Semi-skilled	1	0	1	0
Unskilled	0	0	0	0
TOTAL	2	1	2	0

*The EE target on the Skilled level is not race or gender specific.

The NCT remains committed to promoting an inclusive workplace that provides equal employment opportunities for all, including persons with disabilities. During the year under review, employees with disabilities accounted for 3.70% of the Tribunal's permanent workforce, exceeding the minimum benchmark prescribed by the Employment Equity Act. Including employees appointed on fixed-term contracts, persons with disabilities represented 7.40% of the Tribunal's total workforce.

While encouraged by this level of representation, the Tribunal recognises that inclusion extends beyond achieving numerical targets. The Tribunal will continue to promote an accessible and inclusive workplace that supports the recruitment, development, retention and meaningful participation of persons with disabilities across all occupational levels.



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PART E

PFMA COMPLIANCE REPORT



Finance Unit

1. IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

1.1. IRREGULAR EXPENDITURE

A) RECONCILIATION OF IRREGULAR EXPENDITURE

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Opening balance	0	0
Adjustment to opening balance	0	0
Opening balance as restated	0	0
Add: Irregular expenditure confirmed	1,048	0
Less: Irregular expenditure condoned	0	0
Less: Irregular expenditure not condoned and removed	0	0
Less: Irregular expenditure recoverable	0	0
Less: Irregular expenditure not recoverable and written off	0	0
Closing balance	1,048	0

The irregular expenditure was identified and confirmed during the 2025/26 financial year following an investigation into procurement irregularities. The confirmed irregular expenditure amounts to R1,047,567.10, comprising R907,717.90 relating to the 2024/25 financial year and R139,849.20 relating to the 2023/24 financial year. The investigation and disciplinary processes were completed, the responsible employees were dismissed, and a condonation request for the full amount was submitted to National Treasury. The outcome of the condonation request remains pending at reporting date.

RECONCILING NOTES

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure that was under assessment	0	0
Irregular expenditure that relates to the prior year and identified in the current year	1,048	0
Irregular expenditure for the current year	0	0
TOTAL	1,048	0

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

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure under assessment	0	0
Irregular expenditure under determination	0	0
Irregular expenditure under investigation	0	0
TOTAL	0	0

No such transactions occurred.

C) DETAILS OF IRREGULAR EXPENDITURE CONDONED

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure condoned	0	0
TOTAL	0	0

No irregular expenditure was condoned during the 2025/26 financial year. The confirmed irregular expenditure of R1,047,567.10 remains subject to the condonation process, as the request for condonation was submitted to National Treasury and the outcome was still pending the reporting date. Accordingly, the amount disclosed as irregular expenditure condoned for the year is Rnil.

D) DETAILS OF IRREGULAR EXPENDITURE REMOVED - (NOT CONDONED)

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure NOT condoned and removed	0	0
TOTAL	0	0

No such transactions occurred.

E) DETAILS OF IRREGULAR EXPENDITURE RECOVERABLE

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure recoverable	0	0
TOTAL	0	0

No irregular expenditure was determined to be recoverable during the 2025/26 financial year. The confirmed irregular expenditure of R1,047,567.10 arose from procurement process irregularities identified through the investigation. Although consequence management was completed and the responsible employees were dismissed, the investigation did not conclude that the Tribunal suffered a recoverable loss. The goods and/or services were received, and the matter was therefore treated as confirmed irregular expenditure for condonation purposes rather than as an amount recoverable from employees or service providers.

Accordingly, the amount disclosed as irregular expenditure recoverable for the year is Rnil. The condonation request for the full confirmed irregular expenditure amount remains pending with National Treasury.

F) DETAILS OF CURRENT AND PREVIOUS YEAR IRREGULAR EXPENDITURE WRITTEN OFF (IRRECOVERABLE)

DESCRIPTION	2025/2026 R'000	2024/2025 R'000
Irregular expenditure written off	0	0
TOTAL	0	0

No irregular expenditure was written off as irrecoverable during the 2025/26 financial year.

The confirmed irregular expenditure of R1,047,567.10 remains subject to the condonation process submitted to National Treasury. The matter has not been condoned, not condoned and removed, recovered, transferred to receivables, or written off as irrecoverable at reporting date.

Although consequence management was completed and the responsible employees were dismissed, the investigation did not conclude that the Tribunal suffered a recoverable financial loss requiring write-off. Accordingly, the amount disclosed as irregular expenditure written off as irrecoverable for the current and prior year is Rnil. The condonation outcome remains pending.

ADDITIONAL DISCLOSURE RELATING TO INTER-INSTITUTIONAL ARRANGEMENTS

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

Description
No such transactions occurred.

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

	2025/2026	2024/2025
DESCRIPTION	R'000	R'000
No such transactions occurred.	0	0
TOTAL	0	0

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

Disciplinary steps taken
As a result of a whistle-blower complaint, the Tribunal appointed investigators to review the procurement-related allegations raised. The investigation identified procurement non-compliance and confirmed irregular expenditure relating to prior financial years.
Following the outcome of the investigation, disciplinary processes were instituted and completed during the 2025/26 financial year. The responsible employees were found guilty of misconduct and were dismissed. A request for condonation of the confirmed irregular expenditure amounting to R1,047,567.10 was submitted to National Treasury, and the outcome remained pending the reporting date.
No criminal proceedings were instituted, as the investigation did not conclude that the Tribunal suffered a material financial loss through criminal conduct. The matter was therefore addressed through the PFMA irregular expenditure, consequence management, and disciplinary processes.

1.2. FRUITLESS AND WASTEFUL EXPENDITURE

A) RECONCILIATION OF FRUITLESS AND WASTEFUL EXPENDITURE

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

No such transactions occurred.

RECONCILING NOTES

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure that was under assessment	0	0
Fruitless and wasteful expenditure that relates to the prior year and identified in the current year	0	0
Fruitless and wasteful expenditure for the current year	0	0
TOTAL	0	0

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

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure under assessment	0	0
Fruitless and wasteful expenditure under determination	0	0
Fruitless and wasteful expenditure under investigation	0	0
TOTAL	0	0

No such transactions occurred.

C) DETAILS OF FRUITLESS AND WASTEFUL EXPENDITURE RECOVERABLE

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure recoverable	0	0
TOTAL	0	0

No such transactions occurred.

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

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
Fruitless and wasteful expenditure written off	0	0
TOTAL	0	0

No such transactions occurred.

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

Description

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

A) DETAILS OF MATERIAL LOSSES THROUGH CRIMINAL CONDUCT

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
Theft	0	0
Other material losses	0	0
Less: Recoverable	0	0
Less: Not recoverable and written off	0	0
TOTAL	0	0

No such transactions occurred.

B) DETAILS OF OTHER MATERIAL LOSSES

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
No such transactions occurred.	0	0
TOTAL	0	0

No such transactions occurred.

C) OTHER MATERIAL LOSSES RECOVERABLE

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
No such transactions occurred.	0	0
TOTAL	0	0

No such transactions occurred.

D) OTHER MATERIAL LOSSES NOT RECOVERABLE AND WRITTEN OFF

<i>DESCRIPTION</i>	2025/2026 R'000	2024/2025 R'000
No such transactions occurred.	0	0
TOTAL	0	0

No such transactions occurred.

2. LATE AND/OR NON-PAYMENT OF SUPPLIERS

DESCRIPTION	NUMBER OF INVOICES	CONSOLIDATED VALUE R'000
Valid invoices received	427	16,820.958
Invoices paid within 30 days or agreed period	413	16,269.451
Invoices paid after 30 days or agreed period	14	551,506
Invoices older than 30 days or agreed period (unpaid and without dispute)	0	0
Invoices older than 30 days or agreed period (unpaid and in dispute)	0	0

Instances where payments were processed later than 30 days were mainly attributable to capacity constraints within the Finance Unit.

3. SUPPLY CHAIN MANAGEMENT

3.1. PROCUREMENT BY OTHER MEANS

Project description	Name of supplier	Type of procurement by other means	Contract number	Value of contract R'000
Pastel license renewal - 12 months	Sage	Sole supplier	POA45660	19,396.00
E-mail archiving services	Mimecast	Sole supplier	POA45628	447,982.44
Gift Card/Voucher	Exclusive Books	Sole supplier	POA45659	31,500.00
Membership Fees	SA Board for People Practices	Sole supplier	POA45644	2,910.00
Employee Recognition and Long Service Awards Vouchers	Woolworths	Sole supplier	POA45658	18,900.00
Membership Fees	SAIGA	Sole supplier	POA45657	8,910.20
Membership Fees	CIMA	Sole supplier	POA45665	3,500.00
TOTAL				533,098

3.2. CONTRACT VARIATIONS AND EXPANSIONS

No.	Project Description	Supplier	Type	Contract No.	Original Contract Value	Previous Variation / Expansion	Current Variation / Expansion
1	Employee Wellness	Lyra (ICAS)	Variation	POA45551	R430,481	-	R64,624.65
2	Microsoft 365 Licence	PC Palace	Variation	POA45541	R465,370	-	R49,122.48
3	Rental – Photocopiers – 3 Machines	Konica Minolta	Variation	POA45587	R591,719	-	R88,757.68
4	Support Services – Sage 300 People	OS Holdings (Pty) Ltd	Variation	POA45552	R264,960	-	R132,480.00
5	Job Profiling Services	21st Century Pay Solutions Company	Extension	-	R729,755	-	No financial implication, extended term and not amount

No.	Project Description	Supplier	Type	Contract No.	Original Contract Value	Previous Variation / Expansion	Current Variation / Expansion
6	E-mail Archiving Services	Mimecast	Variation	POA45599	R193,476	-	R29,021.00
7	Legal Services Panel	Gildenhuys Malatji Attorneys	Extension	-	See note 2	-	See note 1
8	Legal Services Panel	Maenetja Attorneys	Extension	-	See note 2	-	See note 1
9	Legal Services Panel	S Vakalis	Extension	-	See note 2	-	See note 1
10	Legal Services Panel	Mothe Jooma Sabdia	Extension	-	See note 2	-	See note 1
11	Legal Services Panel	Cheadle Thompson & Hayson Inc	Extension	-	See note 2	-	See note 1
12	Legal Services Panel	Ramatsila-Mugeri Attorneys	Extension	-	See note 2	-	See note 1
13	Legal Services Panel	Phungo Inc	Extension	-	See note 2	-	See note 1
14	Legal Services Panel	Hajra Patel (HP) Attorneys	Extension	-	See note 2	-	See note 1
15	Microsoft Teams Voice	Gijima Holdings (Pty) Ltd	Variation	POA45639	R823,227	R34,056	R137,716.00
16	Transcription Services	Lepelle Office Supplies CC	Extension	-	R33,957	-	See note 1
17	Transcription Services	ELT Pro Transcriptions CC	Extension	-	R33,957	-	See note 1
18	Transcription Services	Ascent Appeals and Transcriptions (Pty) Ltd	Extension	-	R33,957	-	See note 1
19	Offsite Storage	The Document Warehouse	Variation	POA45661	R400,000	-	R60,000.00
20	Rental – Offices & Parking	The Facilities Company / Boma	Variation	POA45673	R12,000,000	-	R5,778,551.00
TOTAL						R34,056	R6,340,273.01

Note 1: Legal Services Panel and transcribers

A contract value is not assigned to the legal services panel and the transcribers panel because the nature of panel appointments is "as-and-when required". This means the institution cannot reliably predict the number, complexity, or duration of these that may arise during the contract period.

Note 2: Contract value

No fixed contract value; panel utilised on an as-and-when-required basis



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PART F

FINANCIAL INFORMATION



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GENERAL INFORMATION

Nature of Business and Principal Activities

The National Consumer Tribunal (NCT) was established in terms of the National Credit Act (Act 34 of 2005). From 1 April 2011, its mandate was expanded to include adjudication on matters in terms of the Consumer Protection Act (Act 68 of 2008). The NCT is an independent body that is responsible for hearing and deciding on cases involving consumers, credit providers, debt counsellors and credit bureaux as well as providers of goods and services. The NCT is also responsible for reviewing decisions made by the National Credit Regulator and the National Consumer Commission (NCC). The NCT is listed in the Public Finance Management Act (PFMA), Act No. 1 of 1999, as a Schedule 3A Public Entity.

Accounting Authority

TA Bailey (Executive Chairperson of the Tribunal)

Part-time Tribunal members for 2025/26

- N Maseti (Deputy Chairperson)
- K Moodaliyar
- MC Peenze
- P Manzi-Ntshingila
- S Mbhele
- S Hockey
- CJ Ntsoane
- C Sassman

Fulltime Tribunal members for 2025/26

- H Alwar-Simpson (to 30 June 2025)
- LA Potwana
- Z Ntuli

Key Management for 2025/26

- H Alwar-Simpson (Chief Operating Officer - Since 01 July 2025)
- A Moolla (Chief Financial Officer)
- P Moodley (Registrar and Acting Chief Governance Officer from 26 August 2025)
- BX Nomvete (Chief Information Officer)

Business address

Block B, Ground Floor
Lakefield Office Park
272 West Avenue
Centurion
0157

Postal address

Private Bag X110
Centurion
0046

Bankers

- Nedbank Ltd
- South African Reserve Bank

Preparer

The Annual Financial Statements were internally compiled by the Finance Manager and Chief Financial Officer

External Auditors

MNB Chartered Accountants,
Hertford Office Park, Building G, 4th Floor, 90 Bekker Road, Vorna Valley,
Midrand, 1686

Internal Auditors

RAiN Chartered Accountants
34 Fricker Road, Illovo, Johannesburg, 2196

STATEMENT OF RESPONSIBILITY

The Accounting Authority is required by the Public Finance Management Act (Act 1 of 1999) to maintain adequate accounting records and is responsible for the content and integrity of the Annual Financial Statements and related financial information included in this report. It is its responsibility to ensure that the Annual Financial Statements fairly present the state of affairs of the NCT as at the end of the financial year and the results of its operations and cash-flows for the period then ended, in conformity with the South African Statements of Generally Recognised Accounting Practices (GRAP). The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

The Annual Financial Statements have been prepared in accordance with GRAP and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

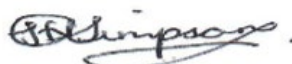
The Accounting Authority acknowledges that it is ultimately responsible for the internal control system established by the NCT and places considerable importance on maintaining a strong control environment. To enable the NCT to meet these responsibilities, the Accounting Authority sets standards for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

Based on the information and explanations given by Management, the Accounting Authority is of the opinion that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the Annual Financial Statements. However, any internal control system can provide only reasonable and not absolute assurance against material misstatement or loss.

The Annual Financial Statements, which have been prepared on the going concern basis, were approved and signed on its behalf:



Trevor Bailey
Executive Chairperson and
Accounting Authority
31 July 2026



H Alwar-Simpson*
Chief Operating Officer
31 July 2026



Ahmed Moolla
Chief Financial Officer
31 July 2026

* Ms H Alwar-Simpson was a full-time Tribunal member up to 30 June 2025 and appointed Chief Operating Officer from 01 July 2025 for a period of 12 months.

REPORT OF THE INDEPENDENT AUDITOR

INDEPENDENT AUDITOR'S REPORT TO PARLIAMENT ON NATIONAL CONSUMER TRIBUNAL

REPORT ON THE AUDIT OF THE FINANCIAL STATEMENTS

OPINION

1. We have audited the financial statements of the National Consumer Tribunal the public entity set out on pages 79 to 119, which comprise the statement of financial position as at 31 March 2026, statement of financial performance, statement of changes in net assets, the cash flow statement and the statement of comparison of budget 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 our opinion, the financial statements present fairly, in all material respects, the financial position of the National Consumer Tribunal as at 31 March 2026 and its financial performance and cash flows for the year then ended in accordance with the Standards of Generally Recognised Accounting Practices (GRAP) and the requirements of the Public Finance Management Act (PFMA).

CONTEXT FOR OPINION

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

FINAL MATERIALITY

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

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

Final materiality amount	R 1 200 000
Basis for determining materiality	2% of Operating expense, as disclosed in note 12 on page 100 of the financial statements
Rationale for benchmark applied	The National Consumer Tribunal is a Schedule 3A public entity established to fulfil a public mandate rather than generate profits. As it is primarily funded through transfers from the Department of Trade, Industry and Competition (DTIC), the key focus of users of the financial statements is the appropriate use of public funds. Accordingly, operating expenses are considered the most appropriate benchmark for determining materiality in accordance with ISA 320.

RESPONSIBILITIES OF THE ACCOUNTING AUTHORITY FOR THE FINANCIAL STATEMENTS

10. The accounting authority, is responsible for the preparation and fair presentation of the financial statements in accordance with the Standards of Generally Recognised Accounting Practices (GRAP) and the requirements of the Public Finance Management Act (PFMA) and for such internal control as the accounting authority determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.
11. In preparing the financial statement 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 accounting authority either intends to liquidate the public entity or to cease operations or has no realistic alternative but to do so.

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT OF THE FINANCIAL STATEMENTS

12. Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
13. A further description of our responsibilities for the audit of the financial statements is included in the annexure to this auditor's report. This description, which is located at page xx, forms part of our auditor's report.

REPORT ON THE AUDIT OF THE ANNUAL PERFORMANCE REPORT

14. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof; we must audit and report on the usefulness and reliability of the reported performance against predetermined objectives for the selected programme presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
15. We selected the following programme presented in the annual performance report for the year ended 31 March 2026 for auditing. We selected a programme that measure the public entity's performance on its primary mandated functions and that are of significant national, community or public interest.

Programme	Page numbers	Purpose
Adjudication	Page 39 & 40	To provide fair, independent, accessible, and efficient adjudication of matters arising under the NCA and the CPA by resolving disputes, issuing Tribunal orders, and promoting compliance with consumer protection legislation.

16. We evaluated the reported performance information for the selected programme 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.
17. We performed procedures to test whether:
 - the indicators used for planning and reporting on performance can be linked directly to the public entity's mandate and the achievement of its planned objectives.
 - all the indicators relevant for measuring the public entity's performance against its primary mandated and prioritised functions and planned objectives are included.
 - the indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that we can confirm the methods and processes to be used for measuring achievements.
 - the targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
 - the indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
 - the reported performance information is presented in the annual performance report in the prescribed manner and is comparable and understandable. There is adequate supporting evidence for the achievements reported and for the reasons provided for any over or underachievement of targets.
18. We performed the procedures for the purpose of reporting material findings only; and not to express an assurance opinion or conclusion.
19. We did not identify any material findings on the reported performance information for the selected programme.

REPORT ON COMPLIANCE WITH LEGISLATION

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

OTHER INFORMATION IN THE ANNUAL REPORT

24. The accounting authority is responsible for the other information included in the annual report, which includes General Information, Performance Information, Governance, Human Resource Information and PFMA Compliance Report. The other information does not include the financial statements, the auditor's report and the 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.
25. Our opinion on the financial statements and our reports on the audit of the annual performance report and compliance with legislation do not cover the other information and we do not express an audit opinion or any form of assurance conclusion on it.
26. In connection with our audit, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, and the selected programme presented in the annual performance report, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

27. If based on the work we have performed, we conclude that there is a material misstatement the other information, we are required to report that fact.
28. I have nothing to report in this regard.

INTERNAL CONTROL DEFICIENCIES

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

OTHER REPORTS

31. We draw attention to the following engagements conducted by various parties. These reports did not form part of our opinion on the financial statements or our findings on the reported performance information or compliance with legislation.
32. An investigation was conducted into allegations of irregularities in the Supply Chain Management processes at the National Consumer Tribunal, which were raised by a whistleblower. The investigation was concluded, and the final report was issued on 8 December 2025. Based on the findings of the investigation, the employees implicated were subjected to disciplinary processes, which resulted in their dismissal.

AUDIT TENURE

33. In terms of the IRBA Rule published in Government Gazette No. 39475 dated 4 December 2015, we report that MNB Chartered Accountant Inc has been the auditor of National Consumer Tribunal for three years.

MNB Chartered Accountants Inc.

MNB Chartered Accountants Inc.

Engagement Director: Rivalani Glen Ntuli

Registered Auditor

31 July 2026

Midrand

ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

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

AUDITOR'S RESPONSIBILITIES FOR THE AUDIT

PROFESSIONAL JUDGEMENT AND PROFESSIONAL SCEPTICISM

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

FINANCIAL STATEMENTS

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

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the public entity's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the financial statements. We also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the public entity to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify our opinion on the financial statements. Our conclusions are based on the information available to us at the date of this auditor's report. However, future events or conditions may cause an entity to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the financial statements including the disclosures and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

COMMUNICATION WITH THOSE CHARGED WITH GOVERNANCE

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

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

COMPLIANCE WITH LEGISLATION – SELECTED LEGISLATIVE REQUIREMENTS

The selected legislative requirements are as follows:

Legislation	Sections or regulations
Public Finance Management Act 1 of 1999 (PFMA)	Sections 51(1)(a)(iv); 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(1); 56(2); 57(b)
Treasury Regulations for departments, trading entities, constitutional institutions and public entities (TR)	Treasury Regulations 8.2.1; 8.2.2; 16A3.1; 16A3.2; 16A3.2(a) and (b); 16A6.2(e); 16A6.3(a); 16A6.3(c); 16A6.3(d); 16A6.3(e); 16A6.4; 16A6.5; 16A6.6; 16A7.3; 16A7.6; 16A7.7; 16A8.2(1); 16A8.3; 16A8.3(d); 16A8.4; 16A9.1; 16A9.1(b)(ii); 16A9.1(c); 16A9.1(d); 16A9.1(e); 16A9.1(f); 16A9.2; 16A9.2(a)(ii); 16A9.2(a)(iii); 30.1.1; 30.1.3(a); 30.1.3(b); 30.1.3(d); 30.2.1.; 31.1.29c); 31.2.1; 31.3.3; 33.1.1; 33.1.3
Preferential Procurement Policy Framework Act 5 of 2005 (PPPFA)	Sections 1(i); 2.1(a); 2.1(b); 2.1(f)
Preferential Procurement Regulations (PPR) 2022	Regulations 3.1; 4.1; 4.2; 4.3; 4.4; 5.1; 5.2; 5.3; 5.4
PFMA SCM Instruction No. 09 of 2022/2023	Paragraphs 3.1; 3.3(b); 3.3(c); 3.3(e); 3.6
National Treasury Instruction (NTI) No. 1 of 2015/16	Paragraphs 3.1; 4.1; 4.2
NT SCM Instruction 4A of 2016/17	Paragraph 6
NT SCM Instruction Note 03 2019/20	Paragraphs 5.5.1(vi); 5.5.1(x)
NT SCM Instruction Note 11 2020/21	Paragraphs 3.1; 3.4(a) and (b); 3.9; 6.1; 6.2; 6.7
NT SCM Instruction Note 2 of 2021/22	Paragraphs 3.2.1; 3.2.2; 3.2.4(a)&(b); 3.3.1; 3.2.2; 4.1
PFMA SCM Instruction 09 of 2022/23	Paragraphs 3, 5
Practice Note 5 of 2009/10	Paragraph 3.3
PFMA SCM Instruction 08 of 2022/23	Paragraphs 3.2; 4.3.2; 4.3.3
NT Instruction Note 4 of 2015/16	Paragraph 3.4
Second Amendment of NTI 05 of 2020/21	Paragraphs 4.8; 4.9; 5.1; 5.3
Practice Note 7 of 2009/10	Paragraph 4.1.2
Practice Note 11 of 2008/09	Paragraphs 3.1; 3.1(b)
NT Instruction Note 1 of 2021/22	Paragraph 4.1

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2026

FIGURES IN RAND

	NOTE	2026	2025 Restated
ASSETS			
Current assets		59,757,815	40,449,297
Cash and cash equivalents	2	58,811,703	39,424,886
Trade and other receivables from exchange transactions	3	879,633	933,114
Inventories	4	66,479	91,297
Non-current assets		4,716,870	5,993,184
Property, plant and equipment	5	4,285,841	5,089,831
Intangible assets	6	395,892	468,721
Trade and other receivables from exchange transactions	3	35,137	434,632
Total assets		64,474,686	46,442,481
LIABILITIES			
Current liabilities		30,526,043	12,801,060
Trade and other payables from exchange transactions	7	4,344,883	4,187,405
Deferred Income	7.1	16,000,000	-
Provisions	8	-	-
Employee Benefits	9	10,181,160	8,613,655
Total liabilities		30,526,043	12,801,060
NET ASSETS		33,948,643	33,641,421
NET ASSETS			
Accumulated surplus		33,948,643	33,641,421

STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND		2026	2025
	NOTE		Restated
Revenue : Non-exchange transactions		53,726,000	52,000,000
Government grant	10	53,726,000	52,000,000
Revenue: Exchange transactions		34,922,681	37,111,725
Filing fees	10	30,871,367	33,346,508
Service fees	10	2,293	26,617
Sundry income	10	19,281	-
Other income - proceeds from insurance	10	43,598	26,558
Interest earned	10	3,986,143	3,712,042
Total Revenue		88,648,681	89,111,725
Total expenditure		81,815,233	79,788,068
Audit fees		733,125	649,884
Administrative expenses		12,588,847	10,307,651
Other operating expenses		8,684,883	10,754,589
Part-time Tribunal members' fees		7,520,155	9,395,779
Employee related costs		52,288,223	48,680,164
Repayment of grant		6,424,000	2,370,010
Net surplus for the year		409,448	6,953,647

CASH FLOW STATEMENT

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND		2026	2025
	NOTE		Restated
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		98,677,658	88,054,025
Government grants		63,302,000	49,629,990
Filing fees		31,324,343	34,658,818
Other receipts		65,172	53,175
Interest received		3,986,143	3,712,042
Payments		(78,697,675)	(78,449,897)
Compensation of employees		(58,240,873)	(56,282,650)
Suppliers		(20,456,802)	(22,167,247)
Net cash flows from operating activities	17	19,979,983	9,604,128
CASH FLOWS FROM INVESTING ACTIVITIES		(593,165)	(1,288,900)
Additions to property, plant and equipment	5	(593,165)	(1,288,900)
Net increase in cash and cash equivalents		19,386,818	8,315,228
Cash and cash equivalents at beginning of the year	2	39,424,886	31,109,658
Cash and cash equivalents at the end of the year		58,811,703	39,424,886

STATEMENT OF CHANGES IN NET ASSETS

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND

	NOTE	Accumulated surplus	Total net assets
Balance as at 31 March 2024		26,687,775	26,687,775
Net surplus for the period ended 31 March 2025		6,953,647	6,953,647
Restated closing balance as at 31 March 2025		33,641,421	33,641,421
Adjustment due to GRAP 104R on 1 April 2025		(102,226)	(102,226)
Restated opening balance as at 1 April 2025		33,539,195	33,539,195
Net surplus for the current year		409,447	409,447
Balance as at 31 March 2026		33,948,643	33,948,643

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

FOR THE YEAR ENDED 31 MARCH 2026

FIGURES IN RAND

	Note	Approved budget (before transfers)	Additional funds and transfers between budget line items	Final budget (after transfers)	Actual amounts on comparable basis with final budget	Difference between final budget and actual amounts
REVENUE						
INCOME FROM NON-EXCHANGE TRANSACTIONS						
Grant income	18.1	53,726,000	-	53,726,000	53,726,000	-
Roll-over	18.2		20,185,000	20,185,000	20,185,000	-
Additional Grant - Data Mining Project	18.3		-	-	16,000,000	16,000,000
INCOME FROM EXCHANGE TRANSACTIONS						
Filing and service fees	18.4	18,696,487	9,059,716	27,756,203	30,873,660	3,117,457
Sundry Income	18.4				62,879	62,879
Interest received	18.4	1,251,068	-	1,251,068	3,986,143	2,735,074
Total revenue		73,673,555	29,244,716	102,918,271	124,833,681	21,915,410
EXPENSES						
Administrative expenses	18.5	6,401,321	6,274,974	12,676,295	12,588,847	(87,448)
Other operating expenses	18.6	6,931,070	1,387,706	8,318,776	8,684,883	366,107
Audit fees		630,000	105,000	735,000	733,125	(1,875)
Tribunal members' costs		5,999,239	1,602,588	7,601,827	7,520,155	(81,672)
Employee-related costs	18.7	53,371,925	18,881,128	72,253,053	43,789,719	(28,463,334)
Capital expenditure	18.8	340,000	993,320	1,333,320	593,164	(740,156)
Repayment of surplus funds	18.9	-			6,424,000	6,424,000
Total expenses		73,673,555	29,244,716	102,918,271	80,333,893	(22,584,378)
Surplus for the period as per budget statement		-	-	-	44,499,788	44,499,788

STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS

FOR THE YEAR ENDED 31 MARCH 2026 (CONTINUED)

RECONCILIATION OF SURPLUS FOR THE PERIOD WITH THE SURPLUS IN THE STATEMENT OF FINANCIAL PERFORMANCE		Adjustment of actual amounts to comparable basis with final budget
Net surplus per the Statement of Financial Performance		409,448
Roll-over funds received in the prior year		20,185,000
Adjusted for:	Activity	
Property, Plant and Equipment written-off	Operating	117,462
Amortisation	Operating	72,830
Depreciation	Operating	1,279,694
Movement in employee benefit: Leave pay	Operating	492,960
Other adjustment	Operating	(647,449)
Capital assets purchased	Investing	(593,164)
Prepayments - computer licences	Operating	(822,537)
Employee benefit: Performance bonus	Operating	8,005,544
Additional Grant - Data Mining Project (Deferred Income)		16,000,000
Surplus for the period as per budget statement		44,499,788

Note: All adjustments relate to a difference in the basis of preparation. There is a difference between the accounting basis used in the preparing and presenting the budget and the accounting basis used in the financial statements. These differences occur as the accounting system and the budget system compile information from different perspectives, namely, the budget focuses on cash flows plus certain commitments, while the financial statements report cash flows and accrual information. The items above have been adjusted to make the budget comparable to the financial statements. Also, refer to Note 17 for the reconciliation of net cash flows from operating activities to the surplus per the Statement of Financial Performance.

ACCOUNTING POLICIES

1. ACCOUNTING POLICIES

The principal accounting policies adopted in the preparation of these Annual Financial Statements are set out below and are, in all material respects, consistent with those of the previous year, except as otherwise indicated.

1.1 BASIS OF PREPARATION

The Annual Financial Statements have been prepared in accordance and are in compliance with the effective Standards of Generally Recognised Accounting Practices (GRAP) and the Public Finance Management Act (PFMA), Act 1 of 1999, as amended, including any interpretations, guidelines and directives issued by the Accounting Standards Board. The Annual Financial Statements have been prepared on a historic cost basis and the accounting policies are consistent with prior years. The amounts have been presented in the currency of the South African Rand (R), which is also the functional currency of the NCT. Unless otherwise stated, financial figures are presented to the nearest R1.

The GRAP Standards relevant to the NCT and which were complied with in preparing the Annual Financial Statements are listed below:

- GRAP 1: Presentation of Financial Statements
- GRAP 2: Cash Flow Statements
- GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors
- GRAP 9: Revenue from Exchange Transactions
- GRAP 12: Inventories
- GRAP 13: Leases
- GRAP 14: Events After the Reporting Date
- GRAP 17: Property, Plant and Equipment
- GRAP 19: Provisions, Contingent Liabilities and Contingent Assets
- GRAP 20: Related Party Disclosures
- GRAP 21: Impairment of Non-cash-generating Assets
- GRAP 23: Revenue from Non-exchange Transactions
- GRAP 24: Presentation of Budget Information in Financial Statements
- GRAP 25: Employee Benefits
- GRAP 31: Intangible Assets
- GRAP 104 (Revised): Financial Instruments
- GRAP 108: Statutory receivables

The Cash Flow Statement was prepared in accordance with the direct method.

1.2 COMPARATIVE INFORMATION

CURRENT YEAR COMPARATIVES (BUDGET)

Budget information in accordance with GRAP 1 and 24, has been provided in these annual financial statements for the year ended 31 March 2026.

PRIOR YEAR COMPARATIVES

The current year's financial statements have presented the prior-period comparative information.

1.3 USE OF ESTIMATION & SIGNIFICANT JUDGEMENTS

In preparing the Annual Financial Statements, Management is required to make estimates and assumptions that affect the amounts represented in the Annual Financial Statements and related disclosures. The use of available information and the application of judgement is inherent in the formation of estimates. Actual results in the future could differ from these estimates, which may be material to the Annual Financial Statements. Use of estimation & significant judgements include:

1.3.1 PROPERTY, PLANT AND EQUIPMENT

In determining the useful life and residual value of each category of property, plant and equipment, Management considered each asset's nature and use. Leased office equipment and leasehold improvements are depreciated over the lease period with no residual value.

1.3.2 INTANGIBLE ASSETS

In determining the useful life of computer software, Management took into consideration that the software will have to be upgraded from time to time.

The residual value of computer software is regarded as zero due to the fact that computer software is not re-saleable.

1.3.3 IMPAIRMENT

The entity assesses annually whether there is an indication that an asset may be impaired. If there are indications that impairment may have occurred, estimates of expected future cash flows for each group of assets are prepared. Expected future cash flows used to determine the value in use of intangible assets are inherently uncertain and could materially change over time.

1.3.4 PROVISION

Provisions were raised and Management determined an estimate based on the information available.

1.4 GOING CONCERN

The Annual Financial Statements have been prepared on a going concern basis and the accounting policies have been applied consistently throughout the year.

1.5 FINANCIAL INSTRUMENTS

The NCT classifies financial instruments, or their component parts, on initial recognition as a financial asset, a financial liability or an equity instrument in accordance with the substance of the contractual arrangement. Financial assets and financial liabilities are recognised on the Statement of Financial Position when the NCT becomes party to the contractual provisions of the instrument.

1.5.1 FINANCIAL ASSETS

Financial assets are initially measured at fair value plus transaction costs.

The NCT's principal financial assets are trade receivables and cash and cash equivalents. Subsequently, items included in this category are measured at the amortised cost, calculated based on the effective interest method, and material interest is included in the surplus or the deficit for the year. Net gains or losses represent gains and losses on de-recognition and are included in "other income" or "other expenses."

Receivables with no stated rate are measured at the original invoice amount if the effect of discounting is immaterial.

Impairment losses are recognised on receivables when there is objective evidence of impairment. An impairment loss is recognised in the surplus or the deficit when the carrying amount of the asset exceeds its recoverable amount. The recoverable amount is calculated as the present value of the estimated future cash flows discounted at the original effective interest rate of the instrument.

1.5.2 FINANCIAL LIABILITIES

The NCT's principal financial liabilities are trade and other payables.

These financial liabilities are initially measured at fair value plus transaction costs. Subsequently, these items are measured at the amortised cost, using the effective interest rate method. Interest expenses on these items are measured at the amortised cost, using the effective interest rate method. Net gains or losses represent gains or losses on de-recognition and are included in "other income" or "other expenses."

1.5.3 OFFSETTING

The NCT does not offset financial assets and financial liabilities in the Statement of Financial Position unless a legal right to set-off exists and the parties intend to settle on a net basis.

1.5.4 IMPAIRMENT

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

1.6 PROVISIONS AND CONTINGENT LIABILITIES

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.

Where some or all 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.

Provisions are not recognised for future operating surplus (deficit).

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

A contingent liability is:

A possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or:

- non-occurrence of one or more uncertain future events not wholly within the control of the entity; or
- a present obligation that arises from past events but is not recognised because:
 - (i) it is not probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation; or
 - (ii) the amount of the obligation cannot be measured with sufficient reliability.

Contingent liabilities are not recognised but a brief description of the nature of contingent liabilities at the reporting date, and, where practicable, an estimate of their financial effect is disclosed in the notes to the financial statements unless the possibility of an outflow of resources embodying economic benefits or service potential is remote.

Contingent liabilities are assessed continually to determine whether an outflow of resources embodying economic benefits or service potential has become probable. If it becomes probable that an outflow of future economic benefits or service potential will be required for an item previously dealt with as a contingent liability, a provision is recognised in the financial statements of the period in which the change in probability occurs.

1.7 PREPAYMENTS

The NCT may render payment for the delivery of goods or services in advance of the delivery of goods or the rendering of services when contractually obligated. In this instance such prepayment is recognised in the Statement of Financial Position as an asset when the payment is made, and is measured at the fair value of the consideration paid. The asset is expensed when delivery of the goods occurs or when the service is rendered.

1.8 INVENTORIES

Inventories are initially recognised at cost. The carrying amount of inventories is recognised as an expense in the period that the inventory was distributed or consumed. The cost formula applied is the first in first out basis.

Inventories, consisting of stationery, is measured at the lower of cost and Net replacement value.

1.9 PROPERTY, PLANT AND EQUIPMENT

Items of property, plant and equipment are initially recognised as assets on acquisition date and are initially recorded at cost.

Property, plant and equipment are stated at historical cost less accumulated depreciation and any impairment losses. 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.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, only when it is probable that future economic benefits or service potential associated with the item will flow to the NCT and the cost of the item can be reliably measured.

All other costs such as day-to-day servicing and small parts are treated as repairs and maintenance and are expensed to the Statement of Financial Performance during the financial period in which they are incurred.

The NCT assesses the useful life and residual values of property, plant and equipment annually. The useful lives and residual values are estimated on an annual basis at each year-end, with the effect of any changes in estimate accounted for on a prospective basis.

Property, plant and equipment is depreciated on the straight-line basis over their expected useful lives to their estimated residual value. The initial assessments of the useful lives of items of property, plant and equipment have been assessed as follows:

PROPERTY, PLANT AND EQUIPMENT	AVERAGE USEFUL LIFE
Furniture and fittings	15 years
Office equipment	5 years
Computer equipment	5 years to 10 years
Leasehold improvements	Period of lease

DERECOGNITION

The gain or loss arising from the derecognition of an item of property, plant and equipment is determined by comparing the proceeds from disposal with the carrying amount of the property, plant and equipment, and is recognised in the Statement of Financial Performance when the item is derecognised.

1.10 INTANGIBLE ASSETS

An intangible asset is recognised when:

- It is probable that the expected future economic benefits or a service potential that are attributable to the asset will flow to the entity; and
- The cost of the asset can be measured reliably.

Intangible assets are initially recognised at cost. Expenditure on research is recognised as an expense when it is incurred. An intangible asset from development is recognised when:

- It is technically feasible to complete the asset so that it will be available for use or sale; and
- There is an intention to use or sell it; and
- There is an ability to use or sell it; and
- It will generate probable future economic benefits;
- Adequate technical, financial and other resources to complete the development and
- The expenditure during the development phase can be measured reliably.

Intangible assets are carried at cost less accumulated amortisation and impairment losses. The amortisation period and method are reviewed every year-end.

Amortisation is provided to write down the intangible assets on a straight-line basis as follows:

INTANGIBLE ASSETS	AVERAGE USEFUL LIFE
Computer software (Internally generated)	3 to 15 years
Computer software (Other)	2 to 3 years

SUBSEQUENT EXPENDITURE

Subsequent expenditure on capitalised intangible assets is recognised and capitalised only when the costs incurred increase the future economic benefits or service potential embodied in the specific asset to which it relates.

All other subsequent expenditure is recognised in the Statement of Financial Performance as an expense when it is incurred.

DERECOGNITION

The carrying amount of an intangible asset is derecognised on disposal or when no future economic benefits are expected from its use.

The gain or loss arising from the derecognition of an intangible asset is determined by comparing the proceeds from disposal with the carrying amount of the intangible asset and is recognised in the Statement of Financial Performance when the item is derecognised.

1.11 IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS

The NCT designates its assets as non-cash-generating assets as they are used for service delivery purposes and not to generate economic

In assessing whether there is any indication that an asset may be impaired, the NCT considers, as a minimum, the following indicators:

EXTERNAL SOURCES OF INFORMATION

- (a) Cessation, or near cessation, of the demand or need for services provided by the asset.
- (b) Significant long-term changes with adverse effect on the entity have taken place during the period or will take place in the near future, in the technological, legal or government policy environment in which the entity operates.

INTERNAL SOURCES OF INFORMATION

- (c) Evidence is available of obsolescence or physical damage of an asset.
- (d) Significant long-term changes with an adverse effect on the entity have taken place during the period, or are expected to take place in the near future, in the extent to which, or manner in which, an asset is used or is expected to be used. These changes include the asset becoming idle, plans to discontinue or restructure the operation to which an asset belongs, plans to dispose of an asset before the previously expected date and reassessing the useful life of an asset as finite rather than indefinite.
- (e) A decision to halt the construction of the asset before it is complete or in a usable condition.
- (f) Evidence is available from internal reporting that indicates that the service performance of an asset is, or will be, significantly worse than expected.

An asset is impaired when its recoverable service amount is less than its carrying value. In this instance, the carrying value of the asset is reduced to its recoverable service amount. This reduction is an impairment loss, which is recognised immediately in the Statement of Financial Performance. A reversal of an impairment loss of assets is recognised immediately in the Statement of Financial Performance.

1.12 LEASING

1.12.1 OPERATING LEASES - LESSEE

A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. Lease payments under an operating lease are recognised as expenses in the Statement of Financial Performance on a straight-line basis over the lease period.

1.12.2 FINANCE LEASES - LESSEE

Finance leases refer to a contract that transfers the risks, rewards, rights and obligations incidental to ownership to the lessee and is recorded as a purchase of equipment by means of long-term borrowing. All other leases are classified as operating leases. Assets held under finance leases and the corresponding liability are recognised at their present value of the minimum lease payments at the date of acquisition. Finance costs, which represent the difference between the total leasing commitments and the estimated present value of the assets acquired, are charged to the Statement of Financial Performance over the term of the relevant lease so as to produce a constant periodic rate of interest on the remaining balance of the obligations for each accounting period.

1.13 REVENUE

1.13.1 REVENUE FROM EXCHANGE TRANSACTIONS

Revenue is the gross inflow of economic benefits or service potential received and receivable by the NCT, which results in an increase in net assets. An exchange transaction is one in which the NCT receives assets or services, or has liabilities extinguished, and directly gives equal value to the other party in exchange.

Revenue shall be measured at the fair value of the consideration received or receivable.

FILING FEES

Filing fees are levied in terms of regulations promulgated under Section 171 of the NCA, Act No. 34 of 2005 (the NCA), on debt re-arrangement agreement (DRA) matters filed with the Tribunal for adjudication. The filing fee (transaction amount per application) in respect of a DRA matter is determined by the Minister of Trade, Industry and Competition by Regulation in terms of Section 171 from time to time and published in the Government Gazette. The filing fee is levied as revenue at the transaction amount as soon as a case number is issued to the applicant per application.

SERVICE FEES

Service fees are recognised as revenue when the right to the revenue has been established. This is when a payment is received for services to be rendered. The asset and the corresponding revenue are measured on the basis of the fair value of the asset on initial recognition.

INVESTMENT INCOME

Investment income is recognised as it accrues using the effective interest rate method.

1.13.2 REVENUE FROM NON-EXCHANGE TRANSACTIONS

Non-exchange revenue transactions comprise a grant from the Department of Trade, Industry and Competition (**the dtic**). When the NCT receives resources as a result of a non-exchange transaction, it recognises an asset and revenue when it is probable that the NCT will receive economic benefits or service potential and it can make a reliable measure of the resources that are transferred. Where the resources transferred to the NCT are subject to the fulfilment of specific conditions, it recognises an asset and a corresponding liability. As and when the conditions are fulfilled, the liability is reduced and revenue is recognised. The asset and the corresponding revenue are measured on the basis of the fair value of the asset on initial recognition.

In instances where funds are required to be returned or surrendered to the National Treasury after the year-end cash surplus has been determined, such surrender shall be recognised and treated as an expense when approved/instructed by National Treasury.

1.14 EMPLOYEE BENEFITS

The cost of short-term employee benefits (those payable within twelve months after the service is rendered, such as paid annual leave and performance bonuses) are recognised in the period in which the service is rendered and are not discounted.

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.

Provision is made for leave pay and it is set at 100% of all outstanding accumulated leave at reporting date. It is disclosed as an employee

Performance bonuses are recognised as the NCT has a constructive obligation to make such payments. The entity has a practice of paying performance bonuses based on a performance management policy.

1.15 MATERIALITY

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

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

The entity does not retrospectively adjust the accounting of past items (or group of items) that were previously assessed as immaterial.

1.16 FRUITLESS AND WASTEFUL EXPENDITURE

Fruitless and wasteful expenditure is defined as expenditure that was made in vain and would have been avoided had reasonable care been exercised. All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year 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.

Fruitless and wasteful expenditure is recorded in the Annual report when it is either:

- under assessment, determination and/or investigation;
- transferred to receivables for recovery; or
- written off if it is not recoverable.

Refer to note 22 for details of fruitless and wasteful expenditure.

1.17 IRREGULAR EXPENDITURE

Irregular expenditure is defined in Section 1 of the PFMA as expenditure other than unauthorised expenditure incurred in contravention of or not in

accordance with the requirements of any applicable legislation. Such expenditure is accounted for in the Statement of Financial Performance.

Irregular expenditure is recorded in the Annual report when it is either:

- under assessment, determination or investigation;
- condoned by the relevant authority;
- transferred to receivables for recovery;
- written off if it is not recoverable; or
- not condoned and removed.

Refer to note 23 for details of irregular expenditure.

1.18 RELATED PARTIES

A related party to the NCT is a person or entity with the ability to control or jointly control the NCT, or exercise significant influence over the NCT and vice versa, or an entity that is subject to common control or joint control. Control: An entity controls another entity when the entity is exposed, or has rights, to variable benefits from its involvement with the other entity and has the ability to affect the nature or amount of those benefits through its power over the other entity. 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). Significant influence is the power to participate in the financial and operating policy decisions of the NCT, but is not in control over those policies. A related party transaction is a transfer of resources, services or obligations between the reporting entity and a related party, regardless of whether a price is charged.

The NCT is a National Public Entity and falls under the control of **the dtic**. The **dtic** and its portfolio of entities are therefore related parties of the NCT.

In respect of persons, the Accounting Authority & Key management of the NCT, is regarded as a related party of the NCT. Key management includes all persons having the authority and responsibility for planning, directing and controlling the activities of the NCT.

If the NCT has been party to any related party transactions during the reporting period covered by the financial statements, it shall disclose the nature of the related party relationship as well as information about those transactions and outstanding balances, including commitments, in order to enable users to understand the potential effect of the relationship on the financial statements.

1.19 BUDGET INFORMATION

The NCT includes an additional financial statement on comparison of budget amounts and actual amounts arising from the execution of the budget in its annual financial statements, together with disclosure of the reasons for material differences between the approved budget, final budget and actual amounts. This reporting disclosure assists the NCT to discharge its accountability obligations and enhances the transparency of the financial statements by demonstrating compliance with the approved budget for the financial year, for which the NCT is held publicly accountable.

The Statement of Comparison of Budget and Actual Amounts presents separately, for each level of governance oversight, the approved and final budget amounts and the actual amounts on a comparable basis to the budget. The budget adopts a different basis of accounting to the financial statements. In order to assist users in understanding the application of the budget, the NCT includes a separate reconciliation of actual amounts on a comparable basis to the budget, to the actual amounts in the financial statements (net surplus in the Statement of Financial Performance). The NCT is committed to expend funds and operate within the limits of its approved budget allocation. The expenditure is classified by nature.

1.20 STATUTORY RECEIVABLES

Statutory receivables arise in the form of filing fees on Debt Re-arrangement agreements (DRAs) filed with the NCT regarding the NCA. The filing fee is R667.72 for the year ended 31 March 2026 and is set out in the Government Gazette issued in terms of the NCA. No interest is charged, and no other charges are levied. Filing fees are received in advance, and matters are only dealt with if a filing fee is received; in addition, receivables are nominal, and no impairment is required.

Refer to the Accounting Policy 1.13.1 which details how revenue in this regard is accounted for.

The NCT measures statutory receivables after initial recognition using the cost method. The 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.

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

Applied from 1 April 2025, being the effective date prescribed for the entity by regulation of the Minister of Finance and the applicable Directive (see note 33 "Changes in accounting policy").

INITIAL RECOGNITION

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

The NCT recognises financial assets using trade date accounting.

CLASSIFICATION AND SUBSEQUENT MEASUREMENT

FINANCIAL ASSETS

Cash and cash equivalents and sundry debtors are measured at amortised cost because both of the following conditions are met:

- a) These financial assets are held with the objective to collect contractual cash flows; and
- b) The contractual terms of these financial assets give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

CLASSIFICATION OF FINANCIAL LIABILITIES

The NCT classifies all financial liabilities as subsequently measured at amortised cost.

INITIAL MEASUREMENT

At initial recognition, the NCT measures sundry debtors, trade payables, and accrued expenses at their transaction price, as the initial credit period granted or received of 30 days or less is consistent with the terms used in the public sector.

For cash and cash equivalents, the NCT initially measures them at fair value plus transaction costs directly attributable to the acquisition of the financial asset.

WRITE-OFF

The gross carrying amount of a financial asset is written off when the NCT has no reasonable expectation of recovering the financial asset in its entirety or a proportion thereof. Upon write-off, the NCT directly reduces the gross carrying amount by the approved amount for write-off, the loss allowance is reduced by the portion previously recognised for that specific asset, and any remaining difference between the gross carrying amount written off and the reduction in the loss allowance is recognised immediately in surplus or deficit.

The NCT writes off financial assets when there is no reasonable expectation of recovery, in accordance with its credit risk management and debt collection policies.

A financial asset is considered for write-off only after all reasonable and supportable collection efforts have been exhausted. These efforts may include internal collection procedures, engagement with the debtor, and, where appropriate, legal enforcement actions.

Write-offs are executed upon formal approval by the Board or its duly delegated structure, based on evidence that further recovery actions are unlikely to result in recovery or would not be cost-effective.

The write-off of a financial asset does not necessarily extinguish the NCT's right to recover the debt. Any subsequent recoveries of amounts previously written off are recognised in surplus or deficit in the period in which they are received.

Any amounts previously written off and subsequently recovered are recognised in surplus or deficit when received.

Contractual amounts written off during the reporting period that remain subject to enforcement activity are disclosed in the financial instruments risk management note.

IMPAIRMENT

The NCT recognises a loss allowance for expected credit losses on all financial assets measured at amortised cost, comprising cash and cash equivalents and trade and other receivables.

At each reporting date, the NCT recognises an impairment gain or loss in surplus or deficit for the amount required to adjust the loss allowance to its required balance.

GENERAL APPROACH

The NCT applies the general approach and recognises a loss allowance for expected credit losses on cash and cash equivalents.

At each reporting date, NCT measures the loss allowance for these financial instruments at an amount equal to 12-month expected credit losses, as credit risk is assessed as low at the reporting date.

MEASUREMENT OF EXPECTED CREDIT LOSSES

The NCT measures expected credit losses of a financial instrument in a way that reflects:

- An unbiased and probability-weighted amount that is determined by evaluating a range of possible outcomes;
- The time value of money; and
- Reasonable and supportable information that is available without undue cost or effort at the reporting date about past events, current conditions and forecasts of future economic conditions.

DERECOGNITION

FINANCIAL ASSETS

The NCT derecognises financial assets using trade date accounting. NCT derecognises a financial asset only when the contractual rights to the cash flows from the financial asset expire, are settled or waived.

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.

FINANCIAL LIABILITIES

The NCT derecognises a financial liability when it is extinguished — that is, when the obligation specified in the contract is discharged, cancelled, expires or waived.

The difference between the carrying amount of a financial liability derecognised and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in surplus or deficit.

GAINS AND LOSSES

For financial assets and financial liabilities measured at amortised 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.

1.22 NEW STANDARDS AND INTERPRETATIONS

STANDARDS AND INTERPRETATIONS ISSUED, BUT NOT YET EFFECTIVE

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

STANDARD/ INTERPRETATION:

- GRAP 1 (amended): Presentation of Financial Statements (Going Concern)
- GRAP 103 Heritage assets
- GRAP 105 Transfer of function between entities under common control
- GRAP 106 Transfer of function between entities not under common control
- GRAP 107 Mergers

The above standards are effective on 1 April 2027. Management have determined that it is unlikely that the above standards will have a material impact on the NCT.

The specific effective date for Improvements to the Standards of GRAP (2023) is yet to be announced by the Minister of Finance. Management have determined that it is unlikely that these improvements will have a material impact on the NCT.

1.23 EVENTS AFTER REPORTING DATE

Events after the reporting date are those events, favourable and unfavourable, that occur between the reporting date and the date when the annual financial statements are authorised for issue.

The NCT considers all events after the reporting date up to the date on which the annual financial statements are authorised for issue by the Accounting Authority.

Events after the reporting date are classified as either adjusting or non-adjusting events.

Adjusting events are those events that provide evidence of conditions that existed at the reporting date. Where such events occur, the amounts recognised in the annual financial statements are adjusted to reflect the impact of the event.

Non-adjusting events are those events that are indicative of conditions that arose after the reporting date. The annual financial statements are not adjusted for non-adjusting events. However, where such events are material, the nature of the event and an estimate of its financial effect, or a statement that such estimate cannot be made, are disclosed in the notes to the annual financial statements.

Where events after the reporting date indicate that the going concern assumption is no longer appropriate, the annual financial statements are not prepared on a going concern basis.

The Accounting Authority authorises the annual financial statements for issue. Once authorised, the annual financial statements may not be amended except where permitted or required by the applicable financial reporting framework and relevant legislative requirements.

FIGURES IN RAND

2. CASH AND CASH EQUIVALENTS

	2026	2025
Bank account – Call account (SA Reserve Bank) (refer Note 2.1)	12,302,226	3,134,152
Bank account – Deposit account (SA Reserve Bank) (refer Note 2.1)	41,694,625	31,196,411
Bank account – Operational current account (Nedbank)	1,462,353	1,003,093
Bank account – Filing fees current account (Nedbank)	3,481,654	4,084,802
Cash on hand – Petty cash (Petty Cash Debit Card)	18,730	6,428
Loss allowance at 31 March 2026 (as per note 21)	(147,885)	-
	58,811,703	39,424,886

2.1 BANK ACCOUNT – NOTICE DEPOSIT

In terms of the NCT's investment policy, surplus funds are invested with the South African Reserve Bank in the Corporation for Public Deposits (CPD) Account. Interest was earned at an average rate of 6.46% (2024/25: 8.53%).

2.2 DATA MINING PROJECT

R16,000,000 of the amount reflected under cash and cash equivalents relates to the Data Mining Project. At 31 March 2026, no expenditure had been incurred against this project.

2.3 RECONCILIATION DUE TO GRAP 104R ECL RECOGNISED

	2026
Cash and cash equivalents as per bank statements	58,959,588
Expected credit loss as per note 33:	-
Initial adoption of GRAP 104 (Accumulated surplus) (note 33)	(102,226)
Remeasurement of loss allowance (note 21)	(45,659)
Cash and cash equivalents at amortised cost (note 21)	58,811,703

3. TRADE AND OTHER RECEIVABLES FROM EXCHANGE TRANSACTIONS

	2026	2025
Debtors for filing fees - Statutory receivables (Refer note 3.1)	-	-
Sundry debtors	57,096	69,404
Prepayments (refer Note 3.2)	822,537	863,710
	879,633	9 33,114

3.1 DEBTORS FOR FILING FEES - STATUTORY RECEIVABLES

Filing fees for debt re-arrangement matters are normally paid before the Tribunal adjudicates a case.

Statutory receivables past due but not impaired	0 to 30 Days	31 to 60 Days	Over 60 Days
Ageing of past due amounts not impaired - 2026	-	-	-

3.2 PREPAYMENTS

The prepayments are based on contractual obligations with suppliers of goods and services and include subscriptions for the unused portion of annual software licenses.

PREPAYMENTS	2026	2025
Current Asset	822,537	863,710
Non-Current Asset	35,137	434,632
	857,674	1,298,342

FIGURES IN RAND

4. INVENTORIES

	2026	2025
Stationery	66,479	91,297
	66,479	91,297

The amount of stationery expensed during the period amounted to R209,058.

5. PROPERTY, PLANT AND EQUIPMENT

	2026			2025		
	Cost	Accumulated depreciation	Carrying value	Cost	Accumulated depreciation	Carrying value
Furniture and fittings	1,559,507	(1,105,614)	453,893	1,607,732	(1,074,636)	533,096
Office equipment	262,112	(183,793)	78,319	227,158	(197,026)	30,132
Computer equipment	9,418,116	(5,664,487)	3,753,629	9,468,275	(4,941,673)	4,526,603
Leasehold improvements	234,997	(234,997)	-	234,997	(234,997)	-
Total	11,474,732	(7,188,891)	4,285,841	11,538,162	(6,448,331)	5,089,831

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT – 2026

	Opening balance	Additions	Assets written off	Assets sold	Depreciation	Closing balance
Furniture and fittings	533,096	-	(11,574)	-	(67,629)	453,893
Office equipment	30,132	68,379	(1,337)	-	(18,855)	78,319
Computer equipment	4,526,603	524,785	(104,551)	-	(1,193,209)	3,753,629
Total	5,089,831	593,164	(117,462)	-	(1,279,693)	4,285,841

RECONCILIATION OF PROPERTY, PLANT AND EQUIPMENT – 2025

Furniture and fittings	642,746	-	(36,087)	-	(73,562)	533,096
Office equipment	29,090	8,694	(1,772)	-	(5,881)	30,132
Computer equipment	4,748,096	1,280,206	(26,879)	-	(1,474,821)	4,526,603
Total	5,419,932	1,288,901	(64,737)	-	(1,554,264)	5,089,831

5.1 IMPAIRMENT OF ASSETS

Management performed an impairment indicator assessment at year-end and no indicators of impairment were identified for property, plant and equipment or intangible assets.

Refer to note 13.1 for repairs and maintenance

5.2 RE-ASSESSMENT OF USEFUL LIVES AND RESIDUAL VALUES

The useful lives and residual values of all the property, plant and equipment were assessed during the year under review and revisions were necessary as disclosed in Note 31.

PROPERTY, PLANT AND EQUIPMENT PLEDGED AS SECURITY

There are no restrictions on Property, Plant, and Equipment; there are also none pledged as security for liabilities.

Refer to note 28 for contractual commitments for Property, Plant and Equipment.

Refer to note 13.1 for repairs and maintenance.

FIGURES IN RAND

6. INTANGIBLE ASSETS

	2026			2025		
	Cost	Accumulated amortisation/ impairments	Carrying value	Cost	Accumulated amortisation/ impairments	Carrying value
Computer software – Internally generated	2,766,434	(2,429,540)	336,894	2,766,434	(2,392,108)	374,326
Computer software – Other	584,069	(525,071)	58,998	584,069	(489,674)	94,395
Total	3,350,503	(2,954,611)	395,892	3,350,503	(2,881,782)	468,721

RECONCILIATION OF INTANGIBLE ASSETS – 2026	Opening balance	Additions	Amortisation	Impairments	Closing balance
Computer software – Internally generated	374,326	-	(37,433)	-	336,894
Computer software – Other	94,395	-	(35,397)	-	58,998
Total	468,721	-	(72,830)	-	395,892

RECONCILIATION OF INTANGIBLE ASSETS – 2026	Opening balance	Additions	Amortisation	Impairments	Closing balance
Computer software – Internally generated	561,489	-	(187,163)	-	374,326
Computer software – Other	129,794	-	(35,399)	-	94,395
Total	691,283	-	(222,562)	-	468,721

6.2 RE-ASSESSMENT OF USEFUL LIVES AND RESIDUAL VALUES

The useful lives of all intangible assets were assessed during the year under review and Internally generated software useful life has been increased by an additional 10 years. The effect of the change is reflected in note 31.

INTANGIBLE ASSETS PLEDGED AS SECURITY

There are no restrictions on Intangible Assets; there are also none pledged as security for liabilities.

7. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS	2026	2025
Trade payables	2,304,608	1,385,895
Income received in advance – Filing fees	1,582,111	1,595,567
Salary deductions – PAYE, UIF, Garnishees and Union membership fees	-	-
Other payables – Permanent and temporary staff	32,390	15,569
Accrued expenses – Tribunal members' costs	339,545	651,406
Accrued expenses – Governance Committee members' costs	86,228	287,994
Straight lining of leases	-	250,974
	4,344,883	4,187,405

7.1 DEFERRED INCOME / GRANT RECEIVED IN ADVANCE

The NCT received an amount of R16,000,000 from **the dtic** during the 2025/26 financial year for the Data Mining Project. The funding is conditional and may only be utilised for the approved project activities. As the conditions attached to the funding had not yet been fulfilled at 31 March 2026, the amount has not been recognised as revenue and has been recognised as a liability.

7. TRADE AND OTHER PAYABLES FROM EXCHANGE TRANSACTIONS (CONT.)**7.1 DEFERRED INCOME / GRANT RECEIVED IN ADVANCE**

The NCT received an amount of R16,000,000 from **the dtic** during the 2025/26 financial year for the Data Mining Project. The funding is conditional and may only be utilised for the approved project activities. As the conditions attached to the funding had not yet been fulfilled at 31 March 2026, the amount has not been recognised as revenue and has been recognised as a liability.

	2026	2025
Description	Amount	
Opening Balance	-	-
Conditional grant received during the year	16,000,000	-
Amount recognised as revenue during the year	-	-
Amount utilised / refunded during the year	-	-
Closing balance	16,000,000	-

The closing balance represents conditional grant funding received in advance and not yet recognised as revenue at reporting date.

8. PROVISIONS

	2026	2025
PROVISION	-	-
PROVISIONS UTILISED DURING THE YEAR		
Opening balance	-	333,209
Utilised during the year	-	333,209
	-	-
Provisions made during the year	-	-
Provision at the end of the year	-	-

The provision in the prior year related to an increase in the part-time tribunal member hourly rate which was pending the Minister's approval. The increase was effective 01 April 2023

9. EMPLOYEE BENEFITS

Leave pay	2,175,616	1,682,656
Performance bonuses	8,005,544	6,930,999
	10,181,160	8,613,655

Provision for performance bonuses relates to the possible payment of performance bonuses to senior management, Full-time Tribunal members, and other staff for services rendered during the current financial year.

FIGURES IN RAND

10. TOTAL REVENUE

	2026	2025
Total Revenue	88,648,681	89,111,725
Non-exchange revenue	53,726,000	52,000,000
Government grants	53,726,000	52,000,000
Exchange revenue	30,936,539	33,399,682
Filing fees (refer to Note 10.1)	30,871,367	33,346,508
Service fees	2,293	26,617
Sundry income	19,281	-
Proceeds from insurance	43,598	26,558
Investment income	3,986,143	3,712,042
Interest earned	3,986,143	3,712,042

10.2 The filing fee (transaction amount) per debt re-arrangement agreement matter brought before the Tribunal for Adjudication has increased from R 621.14 per case to R 667.72 per case effective from 1 April 2025.

11. AUDIT FEES

External audit	733,125	649,884
	733,125	649,884

12. ADMINISTRATIVE EXPENSES

Advertising	-	-
Audit and Risk Committee members' remuneration	383,026	390,963
Bank charges	62,376	61,460
Computer expenses, ICT support and annual software licences	2,715,415	3,841,137
CSI Contribution	100,320	-
Entertainment, refreshments and staff welfare	202,001	211,694
Fraud hotline and whistleblowing	60,398	52,118
General expenses, gifts, flowers, first aid, cleaning costs, cutlery and crockery	134,528	89,588
HR Governance Committee members' remuneration	79,229	397,513
ICT Governance Committee members' remuneration	314,734	316,708
Internal audit fees and secretariat services	672,573	926,369
Legal and related fees (Refer to note 12.1)	5,732,703	2,130,420
Membership fees, subscriptions, books and resource materials	13,545	50,557
Printing, stationery and publications	415,145	346,988
Storage costs, online backup services, mail archiving and disaster recovery	1,118,156	841,466
Training, bursaries and staff development	321,928	562,012
Venues and facilities for workshops, conferences and meetings	262,770	88,660
	12,588,847	10,307,651

Expenditure increased by 19%, and the main contributors were legal fees, training, bursaries and staff development.

12.1 LEGAL FEES

Legal fees increased mainly due to labour-related matters, procurement-related investigations/disciplinary processes and other legal matters referred to in Note 27.

FIGURES IN RAND

13. OTHER OPERATING EXPENSES

	2026	2025
Amortisation	72,830	222,562
Small assets written off on purchase	-	9,936
Assets written off	117,462	64,737
Consulting fees	1,487,371	3,007,648
Courier costs, postage and stamps	51,234	33,479
Data costs and 3G connectivity	448,341	364,737
Depreciation	1,279,694	1,554,264
Impairment loss - Cash and cash equivalents (note 2)	45,659	-
Insurance	204,123	347,428
Lease rentals on premises and parking	2,512,810	2,512,806
Recording, transcription, interpreters, witnesses and translation services	100,115	112,181
Rentals – Equipment and furniture	254,625	251,008
Repairs and maintenance (refer to Note 13.1)	92,944	131,313
Telephone, fax and fibre optic communications	660,221	674,547
Travel and accommodation	538,443	481,554
Utilities – Water, electricity, rates and taxes	819,011	986,391
	8,684,883	10,754,589

13.1 REPAIRS AND MAINTENANCE

Office repairs	92,944	131,313
	92,944	131,313

14. PART-TIME TRIBUNAL MEMBERS' FEES

	2026			2025		
	Cost	Accumulated amortisation/ impairments	Carrying value	Cost	Accumulated amortisation/ impairments	Carrying value
MC Peenze	1,796,780	-	1,796,780	2,236,301	348	2,236,649
N Maseti (Deputy Chairperson)	821,496	-	821,496	883,186	-	883,186
K Moodaliyar	129,370	-	129,370	1,696	-	1,696
P Manzi-Ntshingila	575,966	-	575,966	852,352	-	852,352
CJ Ntsoane	782,686	-	782,686	1,010,778	-	1,010,778
C Sassman	1,417,326	-	1,417,326	1,635,031	-	1,635,031
S Mbhele	543,352	-	543,352	922,716	-	922,716
S Hockey	1,453,179	-	1,453,179	1,853,371	-	1,853,371
	7,520,155	-	7,520,155	9,395,430	348	9,395,779

14.1 DECREASE IN PART-TIME TRIBUNAL MEMBERS' COSTS

The number of filings decreased compared to the prior year.

FIGURES IN RAND

15. EMPLOYEE-RELATED COSTS

	2026	2025
Senior management emoluments	11,551,885	9,053,805
Full-time Tribunal members' emoluments	5,798,466	7,164,290
Other staff emoluments	12,244,394	10,809,272
Leave paid out	1,410,079	1,418,838
Other staff performance bonuses for previous performance period and accrued bonuses	8,284,353	7,582,984
Subtotal for payments made to permanent staff and interns	39,289,177	36,029,189
Temporary staff emoluments	4,933,667	5,233,266
Employer's contribution to statutory levies (refer to Note a)	537,570	290,332
Movement in employee benefit - leave pay	492,960	196,379
Movement in employee benefit - performance bonuses	7,034,849	6,930,999
Total for employee-related costs	52,288,223	48,680,164

A) STATUTORY LEVIES

Workmen's Compensation Fund	411,686	170,861
Unemployment Insurance Fund (UIF)	125,884	119,470
Total statutory levies	537,570	290,332

15.1 SENIOR MANAGEMENT EMOLUMENTS

	11,551,885	9,053,805
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Executive Chairperson (Trevor Bailey)

	2,648,139	2,726,278
Annual remuneration	2,615,441	2,516,598
Performance bonus for previous performance period	-	-
Leave paid out	-	189,280
Other fringe benefits	32,698	20,400

Chief Operating Officer (Hazel Alwar-Simpson from 01 July 2025)

	1,820,956	-
Annual remuneration	1,716,718	-
Performance bonus for previous performance period	-	-
Leave paid out	88,038	-
Other fringe benefits	16,200	-

Chief Financial Officer (A Moolla)

	2,449,061	2,316,776
Annual remuneration	2,002,873	1,916,637
Performance bonus for previous performance period	341,067	310,754
Leave paid out	78,060	74,985
Other fringe benefits	27,061	14,400

Registrar (P Moodley) and Acting Chief Governance officer from September 2025

	2,280,144	1,968,311
Annual remuneration	1,761,619	1,433,454
Acting allowance	103,617	193,304
Performance bonus for previous performance period	329,604	261,524
Leave paid out	64,904	65,629
Other fringe benefits	20,400	14,400

15. EMPLOYEE-RELATED COSTS (CONT.)**2026****2025****15.1 SENIOR MANAGEMENT EMOLUMENTS (CONT.)****Chief Information Officer (BX Nomvete)**

	2,353,585	2,042,439
Annual remuneration	1,906,025	1,794,724
Performance bonus for previous performance period	346,536	159,692
Leave paid out	74,285	73,624
Other fringe benefits	26,739	14,400

15.2 FULL-TIME TRIBUNAL MEMBERS' EMOLUMENTS**Full-time Tribunal member (H Alwar-Simpson until 30 June 2025)**

	898,790	2,438,996
Remuneration as Full-time Tribunal member	490,523	1,949,462
Performance bonus for previous performance period	403,167	350,993
Acting allowance	-	48,674
Leave paid out	-	75,466
Other fringe benefits	5,100	14,400

Full-time Tribunal member LA Potwana

	2,510,230	2,378,458
Annual remuneration	2,015,720	1,949,462
Performance bonus for previous performance period	388,845	346,676
Leave paid out	78,561	67,920
Other fringe benefits	27,104	14,400

Full-time Tribunal member (Z Ntuli)

	2,389,446	2,346,836
Annual remuneration	2,015,720	1,949,462
Performance bonus for previous performance period	346,622	322,601
Leave paid out	-	60,373
Other fringe benefits	27,104	14,400

15.3 EXPENSE ALLOWANCES INCLUDED UNDER TRAVEL COSTS

Executive Chairperson (T Bailey)	6,118	5,649
Fulltime Tribunal member (HV Alwar-Simpson until 30 June 2025)	-	-
Chief financial officer (A Moolla)	1,889	1,096
Chief Information Officer (BX Nomvete)	-	-
Registrar (P Moodley)	8,771	3,835
Expense allowance paid to senior management	16,778	10,580
Expense allowance paid to other staff	13,295	11,367
Total expense allowance paid to employees	30,073	21,947

16. SEGMENT INFORMATION

The NCT is a National Public Entity which functions as one functional segment and operates from one geographic location, Centurion, Pretoria, South Africa.

FIGURES IN RAND

17. RECONCILIATION OF NET CASH FLOWS FROM OPERATING ACTIVITIES

	2026	2025
Net surplus for the year	409,448	6,953,647
Adjusted for:	1,469,984	1,508,354
Amortisation	72,830	222,562
Depreciation	1,279,693	1,554,264
Assets written off	117,462	64,737
Movement in provisions	-	(333,209)
Operating surplus before working capital changes	1,879,432	8,462,001
Other adjustments	17,465,279	1,793,293
Movement in employee benefit obligation	1,567,505	1,793,293
Unspent conditional grants and receipts	16,000,000	-
Remeasurement of loss allowance (GRAP 104R)	(102,226)	-
Changes in components of working capital	635,272	(651,165)
Decrease/(increase) in consumer debtors	452,976	1,312,310
Decrease/(Increase) in inventory	24,818	31,431
Increase/(Decrease) in payables from exchange transactions	157,478	(1,994,906)
Cash generated in operations	19,979,983	9,604,129

18. PRESENTATION OF BUDGET INFORMATION

The approved budget covers the period 1 April 2025 to 31 March 2026.

The NCT prepares its annual budget primarily on a cash basis. Items such as depreciation, amortisation, loss on sale of assets, scrapping of assets, finance costs and accrual for leave pay are not budgeted. The actual amounts in the Statement of Comparison of Budget and Actual Amounts are therefore adjusted to be comparable with the final budget.

Quantitative and qualitative material differences between the final budget and the comparable actual amount are disclosed in the notes below. The amount determined for materiality purposes is according to the materiality and significance framework as was published in the Strategic Plan. This amount was determined to be 0.60% of budgeted operational expenditure (which excludes capital expenditure) and which amounts to R466,200 for this financial year (2025: R465,000).

CHANGES TO THE APPROVED BUDGET (REFER TO STATEMENT OF COMPARISON OF BUDGET AND ACTUAL AMOUNTS)

The National Treasury in October 2025 approved that the NCT carry over R20,185,000 into the 2025/26 financial year. Furthermore, surplus funds of R6,424,000 had to be paid back to **the dtic**, the surrender of surplus funds was instructed by National Treasury following the 2024/25 retention review, and was not budgeted because the outcome of the retention application was uncertain at budget approval.

18.1 INCOME FROM NON-EXCHANGE TRANSACTIONS

This relates to the grant from **the dtic**. The NCT received its full grant allocation of R53,726,000 for the 2025/26 financial year from **the dtic** in two tranches, 60% of the 2025/26 grant was received during April 2025, the remaining 40% was received in October 2025.

18. PRESENTATION OF BUDGET INFORMATION

18.2 ROLL-OVER

National Treasury approved a roll-over of R20,185,000 in October 2025. This amount was thus included in the revised budget. The roll-over relates to capital expenditure and other goods and services.

18.3 ADDITIONAL GRANT - DATA MINING PROJECT

16 million was received from **the dtic** in Feb 2026 for a special project, the data mining project. None of the funds were utilised at 31 March 2026

18.4 INCOME FROM EXCHANGE TRANSACTIONS

FILING FEES

Income from exchange transactions is earned through filing fees from debt counsellors for cases brought before the Tribunal. The filing fee increased by 7.5%, from R621.14 to R667.72 per case, effective 1 April 2025. The NCT earned more filing fees than budgeted as we received more applications.

SUNDRY INCOME

Sundry Income relates to recoveries from employees.

Interest is materially over budget due to surplus funds carried forward from the prior financial year and more filings being received than anticipated, which ultimately resulted in more funds being available for investment purposes.

18.5 ADMINISTRATIVE EXPENSES

Administrative expenses are underspent due to cost saving measures.

18.6 OTHER OPERATING EXPENSES

Other operating expenditure exceeded the final budget primarily due to the recognition of expected credit loss (ECL) adjustments and other year-end accruals that were processed after the Statement of Comparison of Budget and Actual Amounts had been finalised.

18.7 EMPLOYEE RELATED COSTS

Underspending due to numerous vacancies during the financial year. These were due to the positions that were frozen because of a pending labour matter, the review of the organisational structure and a job profiling exercise.

18.8 CAPITAL EXPENDITURE

Capital expenditure was underspent mainly due to delays in finalising ICT and equipment procurement during the financial year. These items are expected to be concluded or re-prioritised in 2026/27, subject to approved budget and SCM processes.

18.9 REPAYMENT OF GRANT

An amount of R6.4 million was surrendered to the National Treasury as approval was not obtained to retain these funds. See note 27.1 for more details

19. LEASES**2026****2025****19.1 OPERATING LEASES – BUILDINGS**

Lease payments under operating leases recognised in the surplus for the year	2,512,810	2,512,806
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Future minimum lease payments

Payable within one year	2,901,976	2,763,786
Payable after one year and not later than 5 years	1,523,537	-
Payable later than five years	-	-
	4,425,513	2,763,786

The operating lease relates to the Centurion office building premises situated at 272 West Avenue and used by the National Consumer Tribunal. The future operating lease payments above relate to the lease. A new lease agreement was entered into from 01 April 2026 to 30 September 2027.

19.2 Operating leases - Office equipment

Lease payments under operating leases recognised in the surplus for the year	254,625	251,008
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The operating leases for office equipment relate to leases of photocopiers. When all the finance leases came to end during the prior year, new agreements were entered into and the assets of the old contracts were returned to the supplier. As the risks and rewards of ownership does not vest with NCT, they have been classified as operating leases.

Future minimum lease payments

Payable within one year	275,496	54,567
Payable after one year and not later than 5 years	139,011	-
Payable later than five years	-	-
	414,507	54,567

20. RELATED PARTIES**20.1 TRANSACTIONS WITH PARENT DEPARTMENT**

Related parties are identified as being those parties that control or have significant influence over the NCT and those parties that are controlled or significantly influenced by the NCT. The NCT is a National Public Entity and falls under the control of the Department of Trade, Industry and Competition (**the dtic**). The transaction with **the dtic** is as follows:

Department of Trade, Industry and Competition (the dtic) – Grant received	53,726,000	52,000,000
Department of Trade, Industry and Competition (the dtic) – Grant repayment	6,424,000	2,370,010
Department of Trade, Industry and Competition (the dtic) – Grant received: Data Mining Project	16,000,000	-

20. RELATED PARTIES (CONT.)**2026****2025****20.2 RELATIONSHIPS AND RELATED PARTY TRANSACTIONS****20.2.1 TRANSACTIONS WITH PUBLIC ENTITIES**

The NCT forms part of **the dtic** portfolio and the related entities are listed below. The NCT did not transact with all of **the dtic** group entities during the current year.

National Consumer Commission (NCC) – Sister entity within **the dtic** group of entities and part of COTII that refer matters to the NCT for adjudication in terms of the Consumer Protection Act.

National Credit Regulator (NCR) – Sister entity within **the dtic** group of entities and part of COTII who refer matters to the NCT for adjudication in terms of the NCA.

Companies and Intellectual Property Commission (CIPC)

Companies Tribunal (CT)

National Empowerment Fund (NEF)

Export Credit Insurance Corporation of South Africa Limited (ECIC)

South African Bureau of Standards (SABS)

National Lotteries Commission (NLC)

National Gambling Board of South Africa (NGB)

South African National Accreditation System (SANAS)

National Metrology Institute of South Africa (NMISA)

Tshwane Automotive Hub Special Economic Zone (Pty) Ltd (TAHSEZ)

National Regulator for Compulsory Specifications (NRCS)

-	-
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-	-
-	-
-	-
-	-
-	-
-	-
-	-
-	-

20.2.2 ACCOUNTING AUTHORITY

TA Bailey (Executive Chairperson)

Aggregate remuneration

2,648,139

2,726,278

Note: Aggregate remuneration excludes expense allowances. Also, refer to Note 15 for more detail.

20.2.3 PART-TIME TRIBUNAL MEMBERS

MC Peenze	Aggregate fee for services rendered	1,796,780	2,236,649
NS Maseti (Deputy Chairperson)	Aggregate fee for services rendered	821,496	883,186
K Moodaliyar	Aggregate fee for services rendered	129,370	1,696
P Manzi-Ntshingila	Aggregate fee for services rendered	575,966	852,352
C Ntsoane	Aggregate fee for services rendered	782,686	1,010,778
C Sassman	Aggregate fee for services rendered	1,417,326	1,635,031
S Mbhele	Aggregate fee for services rendered	543,352	922,716
S Hockey	Aggregate fee for services rendered	1,453,179	1,853,371

Note: Aggregate fee for services rendered includes travel expenses. Also, refer to Note 14 for more detail. Remuneration of tribunal members is determined by the Minister of Trade, Industry and Competition and not negotiated at arm's length.

20. RELATED PARTIES (CONT.)**2026****2025****20.2.4 FULL-TIME TRIBUNAL MEMBERS AND KEY MANAGEMENT**

HV Alwar-Simpson - (Full-time Tribunal member) (Strategic Oversight Executive)	Aggregate remuneration	898,790	2,438,996
LA Potwana (Full-time Tribunal member)	Aggregate remuneration	2,510,230	2,378,458
Z Ntuli (Full-time Tribunal member)	Aggregate remuneration	2,389,446	2,346,836
H Alwar Simpson (Chief Operating Officer)	Aggregate remuneration	1,820,956	-
A Moolla (Chief Financial Officer)	Aggregate remuneration	2,449,061	2,316,776
BX Nomvete (Chief Information Officer)	Aggregate remuneration	2,353,585	2,042,439
P Moodley (Acting Registrar)	Aggregate remuneration	2,280,144	1,968,311

Note: Aggregate remuneration excludes expense allowances. Also refer to Note 15 for more detail.

20.3 AMOUNTS INCLUDED IN TRADE PAYABLES REGARDING RELATED PARTIES

MC Peenze (Part-time Tribunal member) (Fees and travel expenses)	(64,685)	(96,435)
N Nkomo (Former Part-time Tribunal member) (Fees and travel expenses)*	(43,961)	-
S Hockey (Part-time Tribunal member) (Fees and travel expenses)	(25,874)	(90,559)
K Moodaliyar (Part-time Tribunal member) (Fees and travel expenses)	(32,342)	-
P Manzi-Ntshingila (Part-time Tribunal member) (Fees and travel expenses)	(64,685)	(90,559)
N Maseti (Part-time Tribunal member) (Fees and travel expenses)	-	(129,370)
S Mbhele (Part-time Tribunal member) (Fees and travel expenses)	(25,874)	(45,279)
C Ntsoane (Part-time Tribunal member) (Fees and travel expenses)	(32,342)	(51,748)
C Sassman (Part-time Tribunal member) (Fees and travel expenses)	(49,782)	(103,496)

*deceased and amount to be paid to her estate

21. FINANCIAL INSTRUMENTS

Significance of financial instruments for financial position and financial performance

STATEMENT OF FINANCIAL POSITION**CARRYING AMOUNTS OF FINANCIAL LIABILITIES**

<i>CLASS OF FINANCIAL INSTRUMENT</i>	Note	At amortised cost 2026	At amortised cost 2025
Receivables from exchange transactions	3	57,096	69,404
Cash and cash equivalents	2	58,811,703	39,424,886
Total		58,868,799	39,494,290

CARRYING AMOUNTS OF FINANCIAL LIABILITIES

<i>CLASS OF FINANCIAL INSTRUMENT</i>			
Trade and other payables	7	2,304,608	1,385,895
Accruals	7	458,163	954,969
Total		2,762,772	2,340,864

The carrying amounts of financial instruments approximate fair value due to the relatively short-term maturity of these financial instruments.

21. FINANCIAL INSTRUMENTS (CONT.)

NATURE AND EXTENT OF RISKS ARISING FROM FINANCIAL INSTRUMENTS

The NCT is exposed to the following risks from its use of financial instruments in the normal course of its business:

- Credit risk
- Liquidity risk
- Interest rate risk

This note presents information about the NCT's exposure to each of the above risks and its objectives, policies and processes for measuring and managing risks. Further quantitative disclosures are included throughout these financial statements.

The Accounting Authority and Key Management have overall responsibility for the establishment and oversight of the NCT's risk management framework. The NCT's risk management policies are established to identify and analyse the NCT's risks, set appropriate risk limits and controls, and monitor risks and adherence to limits. Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the NCT's activities. The NCT, through its training and management standards and procedures, aims to develop a disciplined and constructive environment in which all employees understand their roles and obligations.

CREDIT RISK

SCOPE AND OBJECTIVES

Credit risk is the risk of a counterparty to a financial instrument defaulting on its obligation to the NCT, thereby causing financial loss. Receivable balances are monitored on an ongoing basis, resulting in exposure to bad debts being insignificant. The maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position.

There have been no significant changes in the entity's exposure to credit risk or in its objectives, policies and processes for managing credit risk during the reporting period.

THE CREDIT RISK MANAGEMENT PRACTICE

The entity engaged an independent actuarial firm to calculate the expected credit loss allowances for all financial assets within the scope of the impairment requirements of GRAP 104 (Revised 2019). The methods, inputs and assumptions applied to each class of financial asset are summarised below.

CASH AND CASH EQUIVALENTS – GENERAL APPROACH

Cash and cash equivalents have been assessed as low credit risk at the reporting date, based on the absence of significant credit deterioration, the short-term nature of expected receipt of outstanding balances, and the financial capacity of financial institutions. Accordingly, loss allowances have been measured on a 12-month ECL basis rather than a lifetime ECL basis.

Cash and cash equivalents are assessed individually by financial institution counterparty. A uniform PD and LGD framework is applied across all institutions, consistent with the entity's assessment that all counterparties are South African licensed banking institutions with comparable credit risk profiles.

The entity considers a financial institution to be in default when contractual payments are more than 90 days past due, unless reasonable and supportable information demonstrates otherwise. For cash and cash equivalents, default would occur if the financial institution failed to honour a demand for repayment. No defaults were identified at the reporting date.

The ECL is calculated as $PD \times LGD \times EAD$ for each deposit. The PD is based on the one-year default rate corresponding to a Ba2 long-term rating, sourced from the rating agency's annual default study. The LGD is the Basel III F-IRB supervisory floor for senior unsecured exposures to regulated banking institutions, adopted in the absence of reliable South African bank-specific recovery data.

21. FINANCIAL INSTRUMENTS (CONT.)

No separate discounting adjustment is applied. The carrying amount at the reporting date already reflects the instrument's present value measured using the effective interest method, and the effects of unwinding interest and discounting expected credit losses are inherently aligned.

The base default rates already embed forward-looking elements through their long-run calibration across full economic cycles. Current external ratings reflect the agencies' own point-in-time assessment of credit quality. Applying an additional macro-level scaling factor on top of a default rate anchored to a sovereign or institutional benchmark would introduce unwarranted double-counting of the macroeconomic risk already reflected in the calibration.

QUANTITATIVE INFORMATION ABOUT AMOUNTS ARISING FROM EXPECTED CREDIT LOSSES**CHANGES IN LOSS ALLOWANCE AND GROSS CARRYING AMOUNT***CASH AND CASH EQUIVALENTS – RECONCILIATION OF LOSS ALLOWANCE
(GENERAL APPROACH)*

	Stage 1: 12-month ECL 2026	2025
Loss allowance at beginning of year (restated)	-	-
Initial adoption of GRAP 104 (Accumulated surplus)	(102,226)	-
Transfer to Stage 2 (lifetime ECL)	-	-
Transfer to Stage 1 (12-month ECL)	-	-
Remeasurement of loss allowance	(45,659)	-
Loss allowance at end of year	(147,885)	-

No comparative is presented as GRAP 104 (2009) was applied in 2025 and no ECL was recognised for cash under the previous standard. The opening loss allowance of R102,226 represents the amount recognised on initial application of GRAP 104 (Revised 2019) through the statement of changes in net assets.

The increase in the loss allowance reflects an increase in exposure from 39,4 million (at 1 April 2025) to R58.9 million at 31 March 2026.

CONTRACTUAL AMOUNTS WRITTEN OFF SUBJECT TO ENFORCEMENT ACTIVITY

	2026	2025
Contractual amounts written off during the year	-	-
Contractual amounts written off subject to enforcement activity	-	-

CREDIT RISK EXPOSURE

For purposes of determining the credit loss allowances, the entity determines the credit rating of each financial asset at the end of the reporting period. External ratings from international rating agencies are used where available.

CREDIT RISK EXPOSURE BY RATING GRADE – GENERAL APPROACH

Class and rating grade	Stage 1: 12-month ECL Gross	Stage 1: 12-month ECL	Stage 1: 12-month ECL Net
Cash and cash equivalents			
Ba2 (sub-investment grade)	58,959,588	(147,885)	58,811,703
Total cash	58,959,588	(147,885)	58,811,703

21. FINANCIAL INSTRUMENTS (CONT.)*MAXIMUM EXPOSURE TO CREDIT RISK*

The following table presents the entity's maximum exposure to credit risk for financial assets subject to ECL. The maximum exposure is the net carrying amount after deducting the loss allowance, without taking account of collateral or other credit enhancements.

Financial instrument class	Note	Maximum exposure to credit risk 2026	Maximum exposure to credit risk 2025
Receivables from exchange transactions – unrated	3	57,096	69,404
Cash and cash equivalents – Ba2 (Moody's rating)	2	58,811,703	39,424,886
Total		58,868,799	39,494,290

The 2025 comparative represents the net carrying amount under GRAP 104 (2009)

LIQUIDITY RISK

The NCT is exposed to liquidity risk, which is the risk that it will encounter difficulties in meeting its obligations as they fall due. The NCT manages this risk by maintaining sufficient cash with the South African Reserve Bank at all times. The major portion of the NCT's funds is held as cash with the South African Reserve Bank, which is accessible at short notice in accordance with the NCT's investment policy.

There have been no significant changes in the NCT's liquidity risk management policies and processes since the prior reporting period.

The maturity profile of contractual cash flows of non-derivative financial liabilities is presented in the following table. The cash flows are undiscounted contractual amounts.

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

<i>2026</i>	Less than 1 year	Total	Carrying amount
Trade payables	2,762,772	2,762,772	2,762,772
Total	2,762,772	2,762,772	2,762,772

<i>2025</i>	Less than 1 year	Total	Carrying amount
Trade payables	2,340,864	2,340,864	2,340,864
Total	2,340,864	2,340,864	2,340,864

All financial liabilities of the NCT are current and are due within one year. There are no non-current financial liabilities.

21. FINANCIAL INSTRUMENTS (CONT.)**MARKET RISK****INTEREST RATE RISK**

The NCT is exposed to interest rate risk through cash and cash equivalents held in interest-bearing bank accounts at variable rates. Fluctuations in interest rates affect the interest income earned on surplus funds. The NCT has no interest-bearing financial liabilities and does not use derivative instruments.

In accordance with the NCT's investment policy, surplus funds are invested with the Corporation for Public Deposits (CPD) account at variable rates. Remaining operational balances are held with Nedbank Ltd at variable rates. The objective is to maintain liquidity while earning a satisfactory return on surplus funds.

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

INTEREST RATE PROFILE

The interest rate profile of interest-bearing financial assets at the reporting date was as follows:

	Average effective rate 2026 %	Average effective rate 2025 %	Carrying amount 2026	Carrying amount 2025
VARIABLE RATE INSTRUMENTS – ASSETS				
Variable rate instruments – assets				
Cash and cash equivalents (bank balances, net of ECL)	6.46%	8.53%	58,811,703	39,418,458
Net variable rate financial instruments			58,811,703	39,418,458

The NCT has no variable-rate financial liabilities. The 2025 carrying amount is presented under GRAP 104 (2009) and has not been restated.

INTEREST RATE SENSITIVITY ANALYSIS

The following sensitivity analysis has been prepared using a sensitivity rate of 1%, which represents management's assessment of the reasonably possible change in interest rates. All other variables remain constant. The sensitivity analysis includes only financial instruments recognised at the reporting date as exposed to interest rate risk. No changes were made to the methods and assumptions used compared to the previous reporting period. Petty cash of R18 730 (2025: R6 428) earns no interest and is excluded.

	Increase of 1% effect on surplus 2026	Increase of 1% effect on surplus 2025
CASH AND CASH EQUIVALENTS		
Cash and cash equivalents	491,151	(491,151)

Note to the table: An interest rate sensitivity analysis was not disclosed in the prior financial year (31 March 2025). The year 2025 was not restated.

22. FRUITLESS AND WASTEFUL EXPENDITURE

The NCT did not incur fruitless and wasteful expenditure during the financial year ended 31 March 2026.

23. IRREGULAR EXPENDITURE

Irregular expenditure is defined as expenditure incurred in contravention of, or not in accordance with, the requirements of any applicable legislation, as defined in Section 1 of the Public Finance Management Act, 1999.

Analysis of irregular expenditure			
Description	Year incurred	Amount	Status
Procurement process irregularities resulting in non-compliance with the public sector procurement legislative framework and NCT's internal policies and procedures	2023/24	139,849	Investigation completed. Disciplinary process completed. Responsible employees dismissed. Condonation request submitted to the National Treasury as of 31 March 2026. Outcome pending.
Procurement process irregularities resulting in non-compliance with the public sector procurement legislative framework and NCT's internal policies and procedures	2024/25	907,718	Investigation completed. Disciplinary process completed. Responsible employees dismissed. Condonation request submitted to the National Treasury as of 31 March 2026. Outcome pending.
Total		1,047,567	

The irregular expenditure was incurred in prior financial years but was identified and confirmed in the current financial year (November 2025) following an investigation into procurement irregularities. As at 31 March 2026, a request for condonation of the full amount has been submitted to the National Treasury. NCT has not previously received a decision on this matter. The investigation did not identify material losses through criminal conduct.

24. EVENTS AFTER THE REPORTING DATE

Subsequent to year-end, a former employee who resigned from the NCT referred a dispute to the CCMA. At the date of preparation of the annual financial statements, the NCT had not yet received sufficient details regarding the nature and basis of the claim, and the matter had not yet been referred to the NCT's attorneys for assessment.

25. GOING CONCERN

Management has carried out an assessment of the NCT's ability to continue operating as a going concern and concludes that the organisation will be able to continue as a going concern for the foreseeable future. The **dtic** confirmed approved grant allocation for the next three years.

26. FEES PAID TO GOVERNANCE COMMITTEE MEMBERS**2026**

AUDIT AND RISK COMMITTEE	Number of meetings	Committee fees	Other	Total
S Badat (Chairperson)	5	201,494	-	201,494
R Rasikhinya	4	120,440	-	120,440
A Chowan	3	61,093	-	61,093
Total		383,026	-	383,026

ICT GOVERNANCE COMMITTEE

P Dala (Chairperson)	4	203,022	-	203,022
S Ndaba	4	111,712	-	111,712
Total		314,734		314,734

HR GOVERNANCE COMMITTEE

R Jock (Chairperson)	2	60,029	-	60,029
N Ali	1	19,201	-	19,201
Total		79,229	-	79,229

2025

AUDIT AND RISK COMMITTEE

S Badat (Chairperson)	7	162,105	-	162,105
R Rasikhinya (partial attendance of meetings)	6	98,560	-	98,560
A Chowan	7	130,299	-	130,299
Total		390,963	-	390,963

ICT GOVERNANCE COMMITTEE

P Dala (Chairperson)	5	194,762	-	194,762
S Ndaba	5	121,947	-	121,947
Total		316,708	-	316,708

HR GOVERNANCE COMMITTEE

R Jock (Chairperson)	10	198,790	-	198,790
N Ali	10	198,724	-	198,724
Total		397,513		397,513

The Audit and Risk Committee and Human Resource Governance committee met more frequently in the prior financial year due to policy reviews.

27. CONTINGENT LIABILITIES

27.1 ACCUMULATED SURPLUS

As per Section 53(3) of the Public Finance Management Act (Act 1 of 1999), the NCT, as a Schedule 3A Public Entity, may not accumulate a surplus without the prior written approval of the National Treasury.

In accordance with National Treasury Instruction No. 03 of 2025/2026 on the Accumulation, Retention and Surrender of Surpluses by Constitutional Institutions, Government Components, Trading Entities and Public Entities listed in Schedule 3A and 3C to the PFMA, the NCT will submit a request to National Treasury to retain its cash surplus for the 2025/2026 financial year by 31 August 2026, based on the final audited financial statements.

The NCT has historically received approval from the National Treasury to retain surpluses, although certain items in the retention request have been rejected. In the 2024/25 financial year, National Treasury approved retention of R20,185,000 of the R27,044,463. Surplus funds of R6,424,000 were required to be returned to the dtic and are reflected as 'Repayment of grant in the Statement of Financial Performance.

Given the NCT's consistent history of receiving at least partial retention approval and its intention to apply for retention of the 2025/26 surplus, management has assessed the obligation as a contingent liability in terms of GRAP 19 (Provisions, Contingent Liabilities and Contingent Assets). The full surplus amount is therefore disclosed as a contingent liability pending the National Treasury's decision. No provision has been raised.

At 31 March 2026, the net available cash surplus calculated in accordance with Annexure A to NT Instruction No. 03 of 2025/2026 amounts to R28,001,107 (2024/25: R27,044,463). The surplus is calculated as cash and cash equivalents plus current receivables expected to be collected, less current liabilities, less any ringfenced or conditional grant funds not already excluded through current liabilities, and less contracted project payments that are legally committed before year-end but not yet recognised as accounting liabilities and that will be included in the retention request.

The detailed Annexure A calculation, together with supporting documentation and the motivation for retention, will be submitted to National Treasury by 31 August 2026 in accordance with NT Instruction No. 03 of 2025/2026.

27.2 LABOUR RELATED MATTERS

NCT // EMPLOYEE 1

The former employee, referred a dispute to the CCMA alleging constructive dismissal. The CCMA ruled in favour of the NCT; however, the former employee launched a review application in the Labour Court on 27 June 2025.

As at 31 March 2026, the Applicant had not yet filed the transcribed record, and the NCT was therefore not required to file its answering affidavit. Management has assessed the matter in terms of GRAP 19 and concluded that no provision is required. The possible financial effect is a maximum of R788,447.

EMPLOYEE 2 // NCT

The former employee referred a dispute to the CCMA alleging an unfair labour practice relating to his performance bonus assessment and bonus payment and as well as his unfair suspension. Cheadle Thompson and Haysom Inc. were appointed to handle the matter. As at 31 March 2026, no CCMA hearing date or further legal process had been communicated.

Management has assessed the matter in terms of GRAP 19 and concluded that no provision is required. The possible financial effect is a maximum of R549 701.

27. CONTINGENT LIABILITIES (CONT.)

EMPLOYEE 3 // NCT

The former employee was dismissed on 5 December 2025 following a disciplinary process relating to procurement-related misconduct. She subsequently referred an unfair dismissal dispute to the CCMA.

The matter was set down for Con/Arb on 23 January 2026. The NCT objected to the Con/Arb process, and following conciliation, the matter was postponed to allow the former employee to apply for arbitration.

As at 31 March 2026, the NCT was awaiting her application for arbitration. Management has assessed the matter in terms of GRAP 19 and concluded that no provision is required. The possible financial effect is a maximum of R 1,449,190.

EMPLOYEE 4 // NCT

The former employee was dismissed on 25 November 2025 following a disciplinary process relating to procurement-related misconduct. She subsequently referred an unfair dismissal dispute to the CCMA.

The matter was set down for Con/Arb on 9 January 2026. The NCT objected to the Con/Arb process, and following conciliation, the matter was postponed allowing the employee to apply for arbitration.

As at 31 March 2026, the NCT was awaiting her application and the allocation of an arbitration date. Management has assessed the matter in terms of GRAP 19 and concluded that no provision is required. The possible financial effect is a maximum of R555,647.

27.3 MVUMEYENKOSI MASIMBONGE MDIDIMBA V NATIONAL CONSUMER TRIBUNAL & 2 OTHERS

This matter concerns a challenge brought by a consumer against a Tribunal decision. The consumer disputes the Tribunal's interpretation and application of the relevant legal principles, with reference to a Supreme Court of Appeal judgment.

Management has assessed the matter and, based on the information currently available, considers the likelihood of the consumer succeeding to be low. However, the consumer has sought a cost order against the Tribunal. It should also be noted that the consumer is representing himself in the High Court.

At the reporting date, the possible financial effect, if any, cannot be reliably estimated, as the outcome of the matter and any potential cost order remain uncertain.

28. COMMITMENTS

Commitments for goods and services as at 31 March 2026 amount to R31,174 (2025: R367,353), and capital items at 31 March 2026 is R614,005 (2025: R68,379).

29. TAXATION

The NCT is exempted from paying taxation in terms of Section 10 (1)(CA)(1) of the Income Tax Act, Act No. 58 of 1962.

30. BROAD BASED BLACK ECONOMIC EMPOWERMENT (B-BBEE) PERFORMANCE

In terms Act 13G(1) all spheres of government, public entities and organs of state must report on their compliance with the broad-based black economic empowerment in their audited annual financial statements and annual reports. During the financial period ended 31 March 2026, the NCT was measured for Broad-Based Black Economic Empowerment (B-BBEE) compliance in accordance with the dtic Codes of Good Practice, Gazette number 38766 and 36928. The applicable scorecard used to determine the NCT compliance with the B-BBEE Act, 2013 (Act 46 of 2013) was the Codes of Good Practice - Specialised Generic (Revised codes). The NCT was found to be a non-compliant contributor to the B-BBEE Act, 2013. The B-BBEE certificate is valid from 29 August 2025 to 28 August 2026. The NCT is committed to implementing measures to improve its compliance with the B- BBEE Act, 2013.

FIGURES IN RAND

31. CHANGE IN ACCOUNTING ESTIMATE

Depreciable assets' consisting of computer equipment and computer software-Internally generated useful life has been increased by an additional three years and 10 years respectively in the beginning of the current period to reflect the actual pattern of service potential derived from the assets. The effect on the current and future periods will be a decrease in the depreciation charge of R165,354 in the current period and an increase in the depreciation charge of R330,709 for the future period.

Property, plant and equipment -

The effect of the change in estimate is as follows

	Depreciation before adjustment	Depreciation after adjustment	Effect on current year	Effect in the next 12 months	Effect on future periods
Computer equipment	1,540,262	1,193,929	(346,332.53)	115,444	230,888
Software-internally generated	187,163	37,433	(149,730.71)	49,910	99,820
	1,727,425	1,231,362	(496,063.24)	165,354	330,709

32. PRIOR PERIOD ERROR

During the current financial year, management identified a matter affecting the comparative information previously reported. The matter has been corrected retrospectively in accordance with GRAP 3: Accounting Policies, Changes in Accounting Estimates and Errors, by restating the affected comparative amounts disclosed in the annual financial statements.

The adjustment relates to income that was previously recognised as revenue, which should have been recognised as income received in advance. The impact of the correction on the comparative information is set out below:

Affected line item	Financial statement affected	Increase / (Decrease)
Revenue – Filing Fees	Statement of Financial Performance	30,215
Income received in advance	Statement of Financial Position	321,018
Accumulated surplus	Statement of Changes in Net Assets / Statement of Financial Position	(351,233)

The adjustment has been processed retrospectively against the affected comparative amounts. There is no impact on the current year surplus or deficit, except to the extent that the comparative information has been restated.

33. CHANGES IN ACCOUNTING POLICY

The annual financial statements have been prepared in accordance with the Standards of Generally Recognised Accounting Practice on a basis consistent with the prior year, except for the adoption of GRAP 104 Financial Instruments (revised 2019).

FINANCIAL INSTRUMENTS (GRAP 104, REVISED 2019)

NATURE OF CHANGE

During the current reporting period, the NCT applied GRAP 104 (revised 2019) for the first time. The revised Standard became effective for the NCT on 1 April 2025.

The revised Standard introduces, inter alia:

- A new classification model for financial assets, based on the NCT's management model for managing financial assets and on the characteristics of the contractual cash flows (SPPI condition).
- A new expected credit loss (ECL) model for the impairment of financial assets measured at amortised cost, replacing the previous incurred-loss model.

RETROSPECTIVE APPLICATION - TRANSITIONAL ELECTIONS

The NCT applied GRAP 104 (revised 2019) retrospectively, in accordance with GRAP 3, except as specified otherwise in the transitional provisions. GRAP 104 (revised 2019) was not applied to items that had already been derecognised at the date of initial adoption.

Despite the requirement to apply GRAP 104 (revised 2019) retrospectively, the NCT was not required to restate prior periods.

The NCT did not restate prior periods and recognised any difference between the previous carrying amount (i.e. 31 March 2025) and the carrying amount at the beginning of the reporting period (i.e. 1 April 2025), including the date of initial adoption, in the opening accumulated surplus on 1 April 2025.

CLASSIFICATION AND MEASUREMENT - TRANSITIONAL ELECTIONS

CLASSIFICATION

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

No changes in the classification or measurement of any financial asset or financial liability arose on adoption. Cash and cash equivalents and trade and other receivables continued to be classified and measured at amortised cost.

IMPAIRMENT — EXPECTED CREDIT LOSSES (ECL)

The NCT applied the impairment requirements retrospectively in accordance with GRAP 3.

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

33. CHANGES IN ACCOUNTING POLICY (CONT.)**IMPACT ON THE FINANCIAL STATEMENTS****RECONCILIATION OF MEASUREMENT CATEGORIES AND CARRYING AMOUNTS — AT THE DATE OF INITIAL ADOPTION (1 APRIL 2025)**

Class of instrument	Note	Carrying amount (old) — line item	Non-FI portion (excluded)	Carrying amount (old) — FI	GRAP 104 (2009) category	GRAP 104 (2019) category	Changes in carrying amount (new – old) FI	Of which change arising from changes in measurement	Carrying amount (new) — FI
FINANCIAL ASSETS									
Trade and other receivables	3	933,114	(863 710)	69,404	Amortised cost	Amortised cost	-	-	69,404
Cash and cash equivalents	2	39,424,886	-	39,424,886	Amortised cost	Amortised cost	(102 226)	(102 226)	39,322,660
Total financial assets		40,358,000	(863 710)	39,494,290			(102 226)	(102 226)	39,392,064
FINANCIAL LIABILITIES									
Trade and other payables from exchange transactions	7	(4,187,405)	1,846,534	(2,340,864)	Amortised cost	Amortised cost	-	-	2,340,864
Total financial liabilities		(4,187,405)	1,846,534	(2,340,864)					2,340,864

NOTES TO THE RECONCILIATION OF MEASUREMENT CATEGORIES:

- The column “Non-FI portion (excluded)” comprises balances outside the scope of GRAP 104.
- No change in measurement category arose on adoption for any financial asset or financial liability.
- Prepayments included within trade and other receivables are not financial assets and are excluded.
- Income received in advance and straight lining of leases included within payables from exchange transactions are not financial liabilities and are excluded.
- The difference between the carrying amounts (old) and (new) for financial assets measured at amortised cost represents the net effect of applying the ECL impairment requirements for the first time.

RECONCILIATION OF IMPAIRMENT ALLOWANCES TO OPENING LOSS ALLOWANCES — AT THE DATE OF INITIAL ADOPTION (1 APRIL 2025)

Class of instrument	GRAP 104 (2009) category	GRAP 104 (2019) category	Closing impairment under GRAP 104 (2009)	Difference recognised in opening accumulated surplus	Opening loss allowance under GRAP 104 (revised 2019)
Trade and other receivables	Amortised cost	Amortised cost	-	-	-
Cash and cash equivalents	Amortised cost	Amortised cost	-	(102 226)	(102 226)
Total			-	(102 226)	(102 226)

NOTES TO THE RECONCILIATION OF IMPAIRMENT ALLOWANCES:

- Payables from exchange transactions are financial liabilities and are excluded as ECL does not apply to financial liabilities.
- No adjustments arise from changes in the measurement category as no reclassifications occurred on adoption.
- The difference recognised in opening accumulated surplus represents the net effect of applying the ECL impairment requirements for the first time, compared to the previous incurred-loss impairment model.

SUMMARY OF THE EFFECT ON THE ACCUMULATED SURPLUS:

As a result of applying GRAP 104 (revised 2019), the controlling entity recognised a net decrease of R102,226 in opening accumulated surplus at 1 April 2025, comprising:

- Rnil from changes in classification or measurement categories; and
- A decrease of R102 226 from applying the expected credit loss impairment requirements rather than the previous incurred-loss model.

NCT TRIBUNAL MEMBERS



Mr Trevor Bailey
BA | LLB | LLM (cum laude)
(Executive Chairperson)



Ms Nomfundo Maseti
MCom (Competition Law and Economic Regulation) | BA (Hons)
Economics | BA Ed (Economics) | PGDip (Economics of Competition Law)
(Deputy Chairperson)



Dr Andisa Potwana
BJuris | LLB | LLM (Consumer Protection Law) | LLD
(Full-time Tribunal member)



Ms Zodwa Ntuli
BLC | LLB | PGDip (Intellectual Property Law and
Management) | Dip (Project Management)
(Full-time Tribunal member)



Prof Kasturi Moodaliyar
BProc | LLB | LLM | MPhil | PhD
(Part-time Tribunal member)



Adv Sithembiso Mbhele
BProc | LLM (Business Law) | MBA
(Part-time Tribunal member)



Adv Craig Sassman
LLB | LLM
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Mr C J Ntsoane
BTech (Marketing) | LLB
(Part-time Tribunal member)



Dr Maria Peenze
BLuris | LLB (cum laude) | LLM (Human Rights) (cum laude)
DTech (Business Administration)
(Part-time Tribunal member)



Ms Phumla Manzi-Ntshingila
LLB
(Part-time Tribunal member)



Mr Selwyn Hockey
BA (Soc Sc) | BA (Law) | LLB | PGDip (Labour Law)
(Part-time Tribunal member)

At the heart of the NCT stand its Tribunal members, stewards of fairness and justice, whose wisdom and dedication have shaped high-quality judgments and strengthened trust in our democracy. Their judgments do more than resolve disputes; they safeguard the rights of South Africans, strengthen confidence in our democratic institutions, and ensure that fairness endures for generations to come. Through their work, the spirit of the NCA and CPA lives in service of every South African. We honour and salute their lasting contribution to the nation.



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