



Companies and Intellectual
Property Commission

a member of **the dtic** group

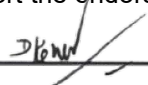
CIPC

THIRD QUARTER

PERFORMANCE REPORT

2025/26

Approval of the Report

Endorsement of Support by the Audit Committee
I hereby support the endorsement of the report.
Signature: <u></u>
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Rank: <u>CHAIRPERSON : AUDIT COMMITTEE</u>
Date: <u>30 January 2026</u>
Endorsement by the Accounting Authority
I hereby support the endorsement of the report.
Signature: _____
Name: _____
Rank: _____
Date: _____

NB: For the purpose of this Report, **Accounting Officer** = the person responsible for the daily operations of the entity (e.g., CEO) and **Accounting Authority** = a person representing a body that provides oversight over the entity (e.g., Board / Tribunal Chairperson) and / or Minister's direct Reportee (e.g., Commissioner / CEO)

Acronyms and Abbreviations

Abbreviation	Description
ACFTA	African Continental Free Trade Area
AG	Auditor-General of South Africa
AGOA	African Growth and Opportunity Act
AGSA	Auditor-General of South Africa
AML	Anti-Money Laundering
AOP	Annual Operational Plan
APP	Annual Performance Plan
ATAT	Average Turnaround Time
BBEE	Broad-Based Black Economic Empowerment
BO	Beneficial Ownership
BRICS	Brazil Russia China South Africa
CC	Close Corporation
CEO	Chief Executive Officer
CFT	Combating the Financing of Terrorism
CIPC	Companies and Intellectual Property Commission
CSIR	Council for Scientific and Industrial Research
the dtic	Department of Trade, Industry and Competition
ECIC	Export Credit Insurance Corporation
ELP	Experiential Learning Programme
EPO	European Patent Office
ESG	Environment, Society, and Governance
EXCO	Executive Committee
FATF	Financial Action Task Force
FY	Financial Year
G20	Group of 20
GI	Geographical Indicator
GYI	Gauteng Youth Innovation
IAP	Investor Assistance Programme
ICT	Information and Communications Technology
IDC	Industrial Development Corporation
IP	Intellectual Property
IPO	Initial Public Offering
ISSB	International Sustainability Standards Board
IT	Information Technology
JHB	Johannesburg
JPO	Japan Patent Office
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
MOI	Memorandum of Incorporation
NPA	National Prosecuting Authority

Abbreviation	Description
OTP	One Time Pin
PCT	Patent Cooperation Treaty
PFMA	Public Finance Management Act
QRS	Query Resolution System
SA	South Africa
SABS	South African Bureau of Standards
SDS	Service Delivery Standards
SEDFA	Small Enterprise Development Finance Agency
SETA	Sector Education and Training
SLA	Service Level Agreement
SME	Small and Medium Enterprise
SMME	Small, Medium and Micro Enterprises
SSC	Self-Service Centre
SSE	Substantive Search and Examination
TAT	Turnaround Time
V30B	Vision 2030 and Beyond
WIPO	World Intellectual Property Organisation

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1. Executive Summary

This document represents an overview of the Companies and Intellectual Property Commission’s (CIPC) 2025/26 Third Quarter performance against its goals, objectives, and targets, as outlined in its plans, the CIPC Strategic Plan, the Annual Performance Plan (APP), and the Annual Operational Plan (AOP) for the 2025/26 reporting period. These are plans set against the legislative and policy mandate of the CIPC in terms of their contribution to broader national objectives, as well as the CIPC Vision 2030 and Beyond Strategy (V30B) Strategy. Figure 1 depicts the policy and legislative mandates that inform the CIPC’s strategic direction.

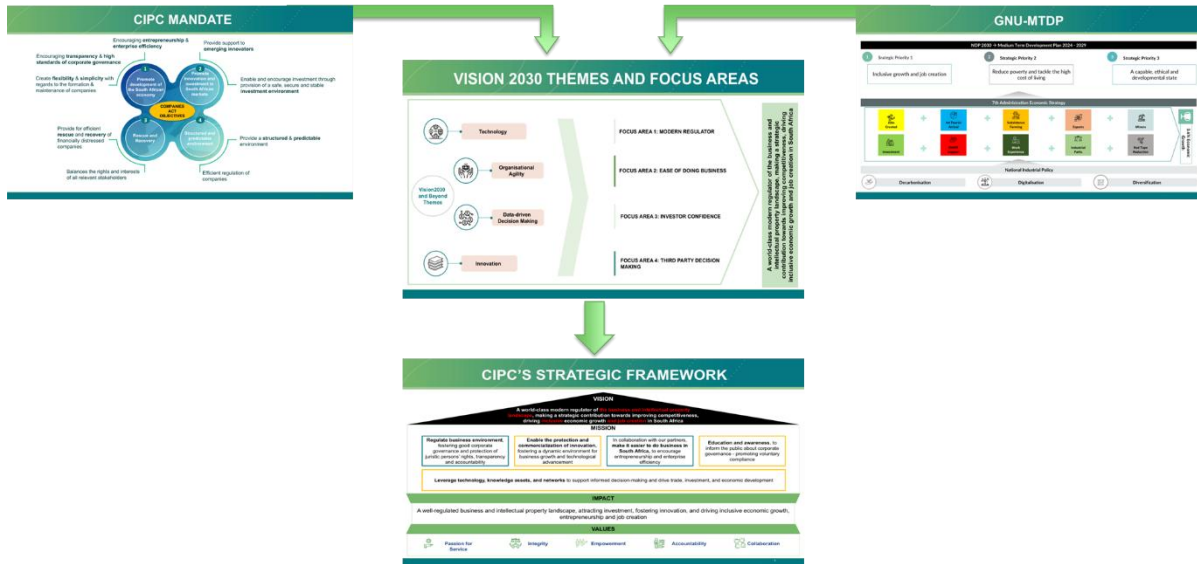


Figure 1: CIPC Government & Policy Direction and CIPC Strategy

This report represents the CIPC’s move towards reporting on the regulator’s impact on South Africa’s economy, emphasising its dedication to significantly shaping the nation’s economic landscape. The provides key highlights, achievements, and challenges, an overview of the external and external service delivery environment, progress on the five-year strategic objectives, legislative developments, programmatic performance (KPIs), including performance highlights, achievements and challenges. The report also includes audit, governance, compliance and risk management reports, human resource and financial management reports.

2. Introduction and Background

The CIPC derives its mandate from the Companies Act 71 of 2008, as amended, herein after referred to as the Companies Act, 2008., It aims to align company law with the principles of South Africa's Constitution, specifically the Bill of Rights. Furthermore, the Act plays a pivotal role in fostering economic development by encouraging entrepreneurship, simplifying company formation, and promoting transparency and high corporate governance standards. It also seeks to drive innovation and investment in South African markets, reaffirm the significance of companies for economic and social benefits, and create conditions conducive to capital aggregation and risk management. Additionally, the Act supports non-profit companies, balances shareholders and director rights, and encourages the efficient and responsible management of companies, contributing to the broader goal of enhancing the country's economic welfare and competitiveness.

The CIPC’s strategic intent is to contribute to the well-being of the country by expressing the purpose of the Companies Act, this is done by making it easy to do business in South Africa

(SA), regulating the business and Intellectual Property (IP) environment, contributing to SA becoming an investment destination, and enabling the protection and commercialisation of innovation. In addition, the CIPC's goal is to leverage knowledge assets and networks to support third-party decision-making.

At the heart of CIPC's operations are its core values, derived from the Batho Pele principles:

1. **Passion for Service:** We work as one to seamlessly serve our customers with passion, commitment, and dedication.
2. **Integrity:** We live out fairness, impartiality, and respect in all our actions as individuals and as an organisation.
3. **Empowerment:** We recognise the value of our employees and partners and provide them with discretion and tools to effectively deliver on their responsibilities.
4. **Accountability:** We hold one another accountable for our commitments. We are responsible and responsive in the execution of our duties.
5. **Collaboration:** We believe in the power of teams, teamwork, and collaborative effort to deliver exceptional service and execute our duties effectively.

3. Performance Against Strategic Objectives

Overall, in Quarter 3 of 2025/26, the CIPC met 92% of its quarterly targets, 11 of the Q3 targets were achieved, as depicted in Figure 2. Out of 12 planned for the quarter, one target was not achieved. Below is figure 2, depicting CIPC's 2025/26 overall Q3 performance.

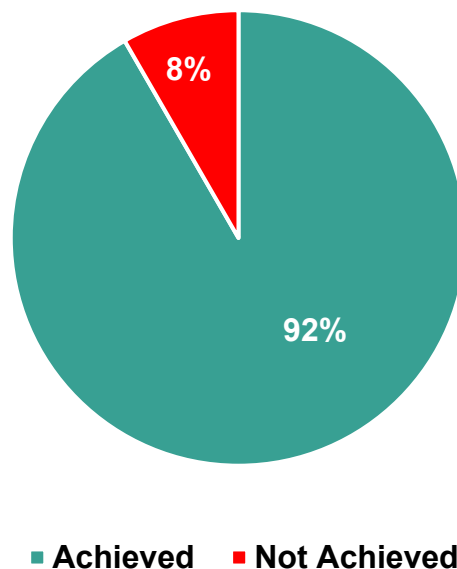


Figure 2: CIPC Overall Q3 Performance (FY2025/26)

Below is figure 3, depicting CIPC's 2025/26 Programmatic Q3 performance.

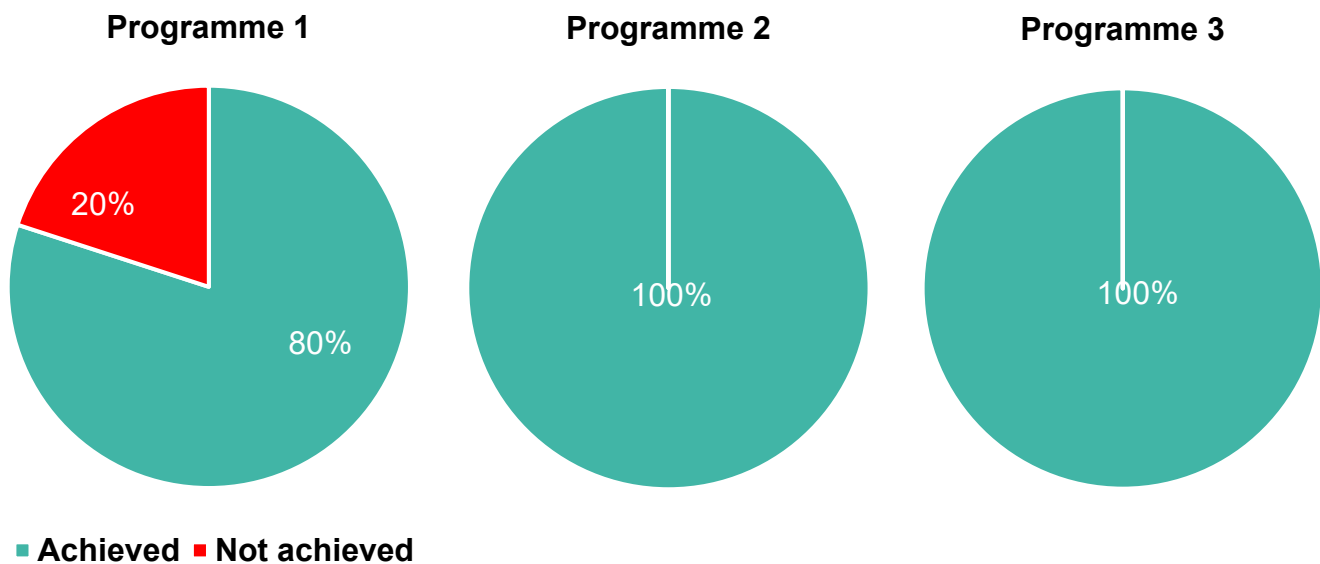


Figure 3: Programme Performance, Quarter 3(FY2025/26)

As illustrated in **Figure 3: Programme Performance, Q3 (FY2025/26)**, the programme performance is as follows:

- Programme 1 (Service Delivery and Access) achieved **80%** (4 out of 5) of its planned targets for the quarter under review.
- Programme 2 (Innovation and Creativity Promotion) initiatives, the CIPC has achieved **100%** (2 out of 2) of its planned targets.
- Programme 3 (Business Regulation and Reputation) has achieved **100%** (5 out of 5) of its planned targets for the quarter.

See **Annexure C – Performance Against Strategic Objectives** for detailed performance information.

4. Service Delivery Environment (Highlights)

The CIPC's operating environment is defined by external environmental shifts as well as internal organisational dynamics. See **Annexure A – Service Delivery Statistics** for detailed service delivery information.

4.1 External Environment

WIPO South Africa Summer School

During the reporting quarter, the World Intellectual Property Organisation (WIPO) South Africa Summer School remained a significant project. The summer school was held in Blu Hotel Mhlanga on the 24th of November till the 05th of December 2025, in partnership with the National Intellectual Property Management Office (NIPMO) and Mangosuthu University of Technology (MUT). The event attracted participants from 34 countries including delegates from Belgium, India, the Republic of Korea, and Argentina. representing various sectors both physically and online, with the aim of building expertise in IP management, commercialisation, and technology transfer. Additionally, the summer school aimed to equip attendees with intellectual property knowledge of IP rights and tools to navigate the complexities of intellectual property.

During the reporting period, budget related constraints were experienced, which limited the introduction of new initiatives aimed at further enhancing the Summer School offering. Despite these constraints, the Intellectual Property Education and Awareness Team continued to leverage strategic partnerships with the Small Enterprise Development Finance Agency (SE DFA), Durban Film Office, and **the dtic**. In addition, a new Memorandum of Understanding process commenced with Vaal University of Technology to support the delivery of World Intellectual Property Day celebrations.

AGOA Renewal Risks and Market Diversification

South Africa's continued participation in the African Growth and Opportunity Act (AGOA) beyond its 2025 expiry is subject to increasing uncertainty. This uncertainty has been exacerbated by the imposition of new United States tariffs, which South Africa has indicated effectively erode the benefits derived from the agreement. In addition, ongoing diplomatic tensions and public claims relating to alleged human rights violations against white farmers have further heightened risks to the renewal outlook, raising the possibility that any extension of AGOA may be accompanied by conditional sanctions or more stringent eligibility requirements.

South Africa represents a significant share of non energy exports under the AGOA framework, particularly within the automotive, agricultural, and manufacturing sectors. In this context, any dilution or loss of preferential market access presents material risks to export volumes, employment levels, and associated downstream supply chains, with potential implications for broader economic stability and industrial performance.

From a business behaviour perspective, this environment is likely to accelerate efforts by firms to diversify away from reliance on the United States market. This may include the reassessment of foreign investment strategies and the restructuring of operations to target alternative export destinations. While these shifts may introduce short term adjustment pressures, they also create opportunities for domestic agripreneurs and manufacturing enterprises to strengthen regional value chains, support local beneficiation, and stimulate broader economic development.

This context further reinforces the strategic importance of the African Continental Free Trade Area (ACFTA) framework as a pathway to expand regional exports, deepen intra African

trade, and strengthen economic integration across the continent. Increased regional market participation offers a potential mechanism to mitigate exposure to external trade uncertainties.

These developments may translate into increased demand for services related to corporate restructurings, group reorganisations, and cross border transactions as firms reposition their operations. There is also the potential for medium term increases in deregistrations within highly exposed sectors should businesses downscale or exit specific export lines. At the same time, the evolving environment underscores the CIPCs role in supporting innovation driven growth through intellectual property protection, particularly within the agriculture and technology sectors.

By safeguarding trademarks, patents, and related rights, the Commission contributes to strengthening local and regional innovation capacity, supporting competitive participation in international trade, and reinforcing South Africa's longer term comparative advantage.

4.2 Internal Environment (Organisational Highlights)

4.2.1 Significant Projects

Sustainability Reporting and ESG Regulatory Readiness

During the reporting quarter, notable progress was made on Sustainability Reporting initiatives focusing on Environmental Social and Governance and International Sustainability Standards Board matters. Key milestones achieved included the attainment of **the dtic** Regulatory Impact Assessment, the development of a draft Sustainability Reporting policy, and the preparation of a supplementary policy rationale on Sustainability Reporting. Additionally, the formulation of the Adoption Readiness Working Group on Environment, Society, and Governance (ESG) and International Sustainability Standard Board (ISSB) matters was initiated to support coordinated regulatory preparedness and stakeholder alignment.

G20 South Africa Tech Challenge

The CIPC's Internal Audit Division was invited and collaborated with stakeholders to certify and confirm the competition results. collaborated with the Council for Scientific and Industrial Research (CSIR) to support the implementation of the G20 South Africa Tech Challenge. This collaboration ensured that the competition was conducted in a fair and transparent manner.

Transnational Organised Crime Prevention Conference

The Transnational Organised Crime Prevention Conference was implemented to strengthen national and international collaboration in addressing transnational organised crime, with a particular focus on intellectual property related crime as a key enabler of illicit trade. The emphasis of the conference was that organised crime is increasingly agile, borderless, and economically driven, with South Africa being both the victim and trendsetter in certain organised-crime typologies.

During the reporting period, the conference brought together law enforcement agencies, financial intelligence bodies, prosecutors, academia, international organisations, and private sector stakeholders. The engagement resulted in high level participation and strengthened partnerships. At the presentation, CIPC presented its role to strategically direct the IP enforcement initiatives on a National and Global level. The presentation and speaker were rated among the top five overall speakers by delegates, with 64% rating the presentation as excellent and 36% as good, reflecting the high quality and relevance of the discussions.

Key themes included the challenges posed by porous borders and technological enablement, which accelerate illicit financial flows. To counteract this, three priority responses were identified:

- A local, intelligence-led national response with real-time information sharing.
- cross-border integration and the strengthening of both formal and informal networks
- Urgent protocol-driven responses matching the speed of criminal operations.

A central focus was the lack of effective implementation and coordination, with agencies often operating in silos despite existing strategies. The conference emphasised the importance of effective prosecution, asset recovery, and addressing money laundering as a core component of TOC. A key outcome was the commitment to enhanced public-private partnerships, urging the financial sector to play a more active role in analysing suspicious financial data. The conference concluded with a collective commitment to collaboration and moving forward as a unified front.

4.2.2 Other Highlights

Business Rescue Policy Collaboration with the dtic

The Commission collaborated with **the dtic** on matters relating to Business Rescue with the aim of supporting economic growth. This collaboration focused on identifying policy provisions that, although well intentioned, have created practical challenges in the day-to-day management and regulation of business rescue processes. Through these engagements, the Commission provided input based on its regulatory experience to highlight implementation challenges and areas requiring policy refinement.

Invoicing System Upgrade and Optimisation

During the reporting quarter, the CIPC implemented an upgrade to the K2 financial system aimed at improving the efficiency and effectiveness of invoice workflow processes. The upgrade focused on strengthening process automation, improving workflow visibility, and reducing manual intervention within the invoice processing cycle.

The upgrade was positioned to support improved monitoring and management of invoice processing timelines. As a result, the system enhancement is expected to contribute to an improved percentage of invoices paid within the prescribed 20-day period. In addition, the upgrade is expected to enhance the quality and reliability of reporting on this performance indicator, thereby supporting improved financial management oversight and compliance with payment standards.

Automation and Improvement of the CIPC Processes

During the third quarter, the CIPC continued with the development of priority automation initiatives. This included the implementation of automated voluntary deregistrations and improving director amendment processes for cooperatives and strengthening system controls through the development of red flag capabilities for director amendments, with implementation planned for the fourth quarter.

Voluntary Deregistration

The CIPC implemented full automation of the voluntary deregistration process for companies and close corporations across its digital platforms on 06 December 2025. This system enhancement enables applications to be processed immediately upon submission, thereby reducing the end to end deregistration timeframe from approximately four months to about two months, subject to statutory waiting periods.

The automation forms part of broader government wide digital transformation objectives and directly contributes to reducing administrative burdens on businesses. By enabling faster processing and improved turnaround times, the reform enhances service delivery standards and supports more efficient maintenance of the national companies register through the timely removal of inactive and dormant entities.

The reform supports one of CIPC's strategic goals of the ease of doing business by simplifying exit procedures and lowering compliance related costs, particularly for small and medium enterprises that may otherwise be constrained by prolonged regulatory processes. In the short term, an increase in recorded deregistrations is expected as dormant entities are formally removed from the system. This outcome reflects improved register accuracy rather than a deterioration in underlying business conditions.

For the CIPC, the automation strengthens data integrity and regulatory effectiveness by ensuring that the companies register more accurately reflects active economic participation. The impact of this reform can be clearly illustrated through the following outcomes:

- Removal of inactive and dormant entities from the register
- Improved accuracy and reliability of company information
- Enhanced transparency of the national companies register
- Stronger support for evidence based policymaking and compliance monitoring
- Increased credibility of South Africa's corporate regulatory framework for domestic and international stakeholders

Enterprise Flagging Project

The Flagging Project was initiated during the reporting quarter. The project focuses on enterprises by blocking changes to directors where disputes exist within the organisation and reviewing the current Director Amendments approval process, including changes to directors' contact details. The project seeks to address risks posed by rogue elements that manipulate the system for ulterior motives. While no system is entirely risk proof, particularly in an era of rapid technological advancement, these risks are further exacerbated by reliance on bona fides when collecting information from third parties.

Procurement of Digital Systems

During the reporting quarter, progress was made on several enabling procurement processes. Work continued on the Case Management System tender, the data migration tender was initiated, and the test automation tender was awarded. In addition, a tender for a new enterprise search engine to replace the Verity system for name reservations was advertised. These initiatives support the Commission's digital transformation objectives to strengthen system integrity, improve turnaround times, and enhance the client experience.

Overall, the third quarter initiatives strengthened automation, system controls, and digital enablement at the CIPC. These interventions continue to improve efficiency, data integrity, and risk management, while laying a solid foundation for further modernisation and enhanced service delivery in subsequent quarters.

5. Challenges and Mitigations

Reflecting on the dynamic nature of the CIPC's operational environment, a continuous examination of challenges, obstacles, and lessons learned is essential to driving improvement. These challenges not only underscore our commitment to resolving complex issues but also demonstrate our dedication to fostering progress. The CIPC firmly believes that an honest assessment of these obstacles is critical for truly appreciating the strides made in our initiatives. By directly acknowledging and addressing these hurdles, we unlock valuable opportunities for growth and innovation. This section not only explores the challenges encountered but also highlights the proactive measures taken to mitigate their impact.

Stakeholder Alignment and Communication Effectiveness

During the reporting quarter, the CIPC through its IP Enforcement Unit experienced challenges related to fragmented stakeholder coordination and limited real time information sharing across multiple agencies, which affected response times to intellectual property related and organised crime activities. Mitigation measures included strengthened engagement through existing multi agency platforms and forums to improve coordination and information sharing. However, the absence of a unified national strategy and inconsistent implementation of existing frameworks continue to present systemic challenges.

Despite these challenges, the Commission continued to engage relevant stakeholders and deliver key communication and enforcement activities, ensuring that core regulatory functions were sustained during the reporting quarter.

Human Capital Limitations and Skills Gaps

During the reporting quarter, several units within the CIPC experienced capacity related challenges arising from skills shortages, vacancies in critical positions, and sustained workloads within highly specialised operational environments. These constraints affected operational efficiency, workload distribution, and turnaround times across affected units.

The Commission experienced challenges in retaining consultants with adequate institutional knowledge of CIPC systems, as well as difficulties in filling critical posts. These gaps placed additional pressure on existing resources. Recruitment processes are underway through Human Capital to address the identified capacity constraints.

Similarly, the Corporate Legal team faced capacity limitations due to the specialised nature of its work, which requires extensive technical expertise and continuous training. Limited human capital impacted turnaround times and the ability to evenly distribute workloads. To mitigate this challenge, staff secondments were implemented during the third quarter, with plans in place to appoint interns in the fourth quarter to support capacity strengthening and skills transfer.

The Commission further also experienced resource and capacity constraints, particularly skills gaps across enforcement agencies and sectors within the IP Enforcement team, which affected implementation and coordination efforts. These challenges were mitigated through targeted training programmes, sector specific capacity building initiatives, and the provision of practical guidance to practitioners and small, medium, and micro enterprises. Collectively, these factors constrained operational efficiency during the quarter and required ongoing management to sustain service delivery.

Delays Affecting Operational Efficiencies

During the reporting quarter, units within the Commission experienced process delays due to procurement processes and external dependencies. Delays occurred as a result of changes to Supply Chain Management prescripts before tenders could be published.

Assets Management Onboarding Delays

This resulted in timelines being affected, particularly where closing dates were fast approaching. In addition, delays in the setup of hardware and software for interns, including Virtual Private Network (VPN) access, affected operational readiness during the quarter. To mitigate this, the commission is focusing on managing the impact of the delays within existing operational arrangements while awaiting the completion of the procurement and onboarding processes.

Service Providers Delaying Invoicing

challenges linked to external service providers were experienced during the reporting quarter, specifically delays by the South African Post Office (SAPO) in submitting invoices for services rendered to the Commission. This affected the processing of payments related to courier services during the quarter. As a mitigation, information on alternative courier services was sourced to reduce reliance on the current service provider.

ICT Reliability and Integration Challenges

During the reporting quarter, system related challenges persisted across multiple units within the Commission, with implications for operational efficiency, service continuity, and turnaround times.

Data Migration

The Data Migration Platform experienced challenges linked to the migration from Informix to Oracle. These challenges remain problematic, and the current data migration project is aimed at addressing the identified issues.

Prospectus System Limitations

The Commission identifies limitations with the e-Prospectus System, which requires enhancements to enable seamless interaction between filers and internal reviewers. The system was not consistently available during the quarter, which affected processing efficiency and service delivery to external stakeholders. The matter remains dependent on system enhancements.

Collectively, these challenges affected operational efficiency and service delivery. However, the identification of the issues has enabled the Commission to prioritise corrective actions, Mitigations are currently focused on application testing prior to system releases being improved to reduce recurring bugs, the ongoing data migration project aimed at addressing system stability and data related challenges with other identified system issues noted for attention in subsequent quarters.

6. Conclusion

The CIPC's third quarter performance reflects sustained delivery under challenging operational, regulatory, and systemic conditions. Despite capacity constraints, system related limitations, procurement delays, and reliance on external dependencies, the CIPC continued to execute its core mandate while advancing key reforms and strategic priorities.

The highlights during the quarter demonstrate strengthened regulatory engagement at national, regional, and international levels, particularly in the areas of corporate compliance,

beneficial ownership transparency, intellectual property enforcement, sustainability reporting, and stakeholder collaboration.

Notable Projects implemented and progressed during the quarter, including the automation of voluntary deregistration, enhancements to financial and operational systems, digital engagement initiatives, and policy collaboration on Business Rescue, reflect continued progress towards digital transformation, improved service delivery, and strengthened regulatory effectiveness. These initiatives support ease of doing business, enhance data integrity, and improve the accuracy and transparency of the national companies register.

Overall, Quarter Three demonstrates the CIPC's resilience and ability to maintain operational continuity while delivering high impact regulatory outcomes. The progress achieved during the quarter positions the CIPC to build on these gains for the remainder of the financial year, with a continued focus on strengthening regulatory oversight, improving service delivery, and supporting economic growth and compliance within a dynamic domestic and global environment.

Annexure A – Service Delivery Statistics

The table below illustrates performance in key service areas in terms of volume, average Turnaround Time (TAT), and percentage of transactions processed in line with Service Delivery Standards (SDS).

Demand for Services

Table 1: Customer Contact: Call Centre, QRS, and social media

Platform	Number	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Call centre	Calls received	82378	99016	67474	
	Calls answered	36260	61717	56890	
	Calls abandoned	45924	37149	10523	
	Lost calls	194	150	61	
	% calls answered	44%	63%	86%	
Facebook	Queries received	12723	14064	6559	
	Queries resolved (%)	12664	13959	6526	
	Average Turnaround Time (ATAT)	43m 57s	9m36s	43m22s	
	SDS (24 hrs)	99.9%	99.90%	99.50%	
X (formerly Twitter)	Queries received	3666	3939	1820	
	Queries resolved (%)	3666	3939	1820	
	Average Turnaround Time (ATAT)	43m 18s	8m55s	33m27s	
	SDS (24 hrs)	100%	99.9%	100%	

Table 2: Key Services – Volumes, Average TAT and SDS

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Patent applications	Number (Local)	518	567	669	
	Number (Foreign)	2291	2974	2155	
	Number (Total)	2809	2634	2824	
	ATAT	99.36%	99.51%	99.51%	
	SDS (2 working days)	2	2	2	
Patent Application Types	Provisional Applications	443	608	595	
	Complete Applications	500	414	433	
	Convention Applications	545	506	528	
	Patent Cooperation Treaty (PCT) Application	1321	1249	1264	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
Patent Certificate	Number	1866	1183	172200	
	ATAT	100%	100%	30days	
	SDS (44 working days)	24	28	30	
Patents Renewal	Number (Manual)	7183	6475	7110	
	Number (Online)	5155	4820	4647	
	Number (Total)	12338	11290	11757	
	ATAT	98.31%	99.29%	100%	
	SDS (3 working days)	1	1	1	
Design Application	Number (Local)	151	177	213	
	Number (Foreign)	317	161	193	
	Number (Total)	468	338	406	
	ATAT	100%	100%	2 days	
	SDS (2 working days)	2	2	2	
Designs Certificates	Number	N/A	408	262	
	ATAT	100	100%	6 days	
	SDS (3 working days)	11	5	44	
Designs Renewals	Number (Manuals)	950	798	848	
	Number (Online)	963	1009	777	
	Number (Total)	1913	1807	1625	
	ATAT	99.42%	99.45%	0.02	
	SDS (3 working day)	2	2	2	
Copyright in film applications	Number	0	1	1	
	ATAT	N/A	1 day	N/A	
	SDS (44 working day)	N/A	100%		
Copyright in film registrations	Number	5	1	4	
	ATAT	1	1 day	N/A	
	SDS (22 working days)	100%	100%	N/A	
Trademark applications	Number	12,003	13 817	Not Available on the time of reporting	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	89%	91%	Not Available on the time of reporting	
	SDS (3 working days)	2 days	2 days	Not Available on the time of reporting	
Trademark registrations	Number	6,094	6033	Not Available on the time of reporting	
	ATAT	95%	95%	Not Available on the time of reporting	
	SDS (90 days + 90 days)	180 days	180 days	Not Available on the time of reporting	
Trademark Official Action	Number	8,492	9544	Not Available on the time of reporting	
	ATAT	87%	89%	Not Available on the time of reporting	
	SDS (10 months/304 days)	304 days	304 days	Not Available on the time of reporting	
Trademark Renewals	Number	8,175	6569	Not Available on the time of reporting	
	ATAT	93%	95%	Not Available on the time of reporting	
	SDS (3 working days)	2 days	2 days	Not Available on the time of reporting	
Name reservations	Number	Not Available on the time of reporting	182501	150317	
	ATAT	Not Available on the time of reporting	1.2 days	1	
	SDS	Not Available on	81%	99%	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		the time of reporting			
Companies Registrations	Number	121198	138997	113332	
	ATAT	1	1.02 days	1.33 days	
	SDS	100%	99%	98%	
B-BBEE Certificates	Number	Not Available on the time of reporting	8613	Not Reported	
	ATAT	Not Available on the time of reporting	1	1	
	SDS	Not Available on the time of reporting	100%	100%	
Company Name Changes	Number	14296	16103	13013	
	ATAT	83%	1	100%	
	SDS	1	99%	98%	
Short Standard Private and Non-Profit without members (CoR15.1A and CoR15.1C)	Number (e-services)	120752	137290	111628	
	ATAT	1	1	1.31	
	Percentage within SDS (2 working days)	100%	99%	100%	
Private Company and Non-Profit Company with customised MOI, Public Company, State Owned Company and Incorporated Company (CoR15.1B, D and E)	Number	918	1088	1048	
	ATAT	3	3	3.3	
	Percentage within SDS (5 working days)	79%	78%	97%	
Close Corporation to Company Conversions (CoR18.1)	Number	446	571	656	
	ATAT	3	2	3	
	Percentage within SDS (5 working days)	90%	94%	94%	
Mergers or Amalgamation (CoR89)	Number	18	34	27	
	ATAT	1	1	1	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	Percentage within SDS (5 working days)	100%	1	100%	
External Company Registration (CoR20.1)	Number	23	48	23	
	ATAT	3	3	1	
	Percentage within SDS (5 working days)	93%	79%	100%	
MOI amendments for JSE applications (CoR15.2)	Number	2	14	Report not available	
	ATAT	1	200%	N/A	
	Percentage within SDS	100%	86%	N/A	
MOI amendments on shares (CoR15.2)	Number	550	784	911	
	ATAT	1	1	1	
	Percentage within SDS (5 working days)	100%	100%	100%	
Company address (CoR21.1)	Number	2641	3430	2551	
	ATAT	1	1	1	
	Percentage within SDS	98%	100%	100%	
Company financial year end (CoR25)	Number	1244	1541	1411	
	ATAT	1	1	1	
	Percentage within SDS	86%	100%	100%	
Location of company records (CoR22)	Number	331	649	723	
	ATAT	5	4	3	
	Percentage within SDS	48%	62%	76%	
Company and Close corporation voluntary Deregistration	Number	2339	4332	3074	
	ATAT	5	6	2	
	Percentage within SDS (5 working days)	34%	49%	94%	
Company and Close Corporation Solvent (CoR40.1) and Insolvent Liquidation (CM26Liq)	Number	Not Available on the time of reporting	1096%	828	
	ATAT	Not Available on	100%	1	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
		the time of reporting			
	Percentage within SDS (3 working days)	Not Available on the time of reporting	99%	98%	
Amendments - Manual MOI (Cor15.2)	Number	424	479	Report not available	
	ATAT	1	1	N/A	
	Percentage within SDS (5 working days)	100%	99%	N/A	
Company and CC reinstatements	Number	23312	Not available at the time of reporting	23542	
	ATAT	Not Available on the time of reporting	Not available at the time of reporting	1	
	Percentage within SDS (3 working days)	Not Available on the time of reporting	Not available at the time of reporting	100%	
Annual Returns (Service Delivery Standards)	Annual	429651	522346	257432	
	ATAT	Not Available on the time of reporting	1	1	
	Percentage within SDS (3 working days)	Immediate	Immediate	100%	
Company and Close Corporation Annual Return Final Deregistration	Number	0	0	127463	
Annual Returns	Annual Returns Due	517181	840944	1103814	
	Annual Returns Filed	117884	370146	627553	
Co-operative Registrations	Number	1201	1395	1280	
	ATAT	35	3	3	
	SDS (3 days)	1	1	1	
Director Amendments	Number (Electronic/OTP)	51464	61688	50081	
	Number (Manual/Back Office)	1815	2534	2027	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT (Electronic/OTP)	Instantaneous	Immediate	Immediate	
	ATAT (Manual/Back Office)	1	1	1	
	Percentage within SDS (OTP)	100%	100%	100%	
	Percentage within SDS (Back Office)	96%	99%	99%	
Member Amendments	Number (Electronic/OTP)	3914	3773	3459	
	Number (Manual/Back Office)	1081	1180	1061	
	ATAT	1	1	1	
	ATAT (Manual/Back Office)	1	1	1	
	Percentage within SDS	98%	99%	99%	
	Percentage within SDS (Back Office)	98%	99%	99%	
Business Rescue Cases Registered (New)	Number	66	121	76	
	ATAT	1	1	1	
	SDS	2	1	1	
Business Rescue Practitioners Registrations/Licensing	Number	20 licenses issued & 64 Appointments made	27 licenses issued & 116 Appointments made	13 licenses issued & 89 appointments made	
	ATAT	2	2	2	
	SDS	2	3	3	
Disclosures: Paper Based	Number	3546	3743	3554	
	ATAT	7	9	12	
	SDS	81%	89%	87%	
	Expenditure/Cost	R90 905.40	R 201 679.19	R110 636.65	
State Department	Number of Requests Received	2264	4352	2891	

CIPC Services	Number/Average Turnaround Time (ATAT)	Quarter 1	Quarter 2	Quarter 3	Quarter 4
	ATAT	5 Days	15 days	15 days	
	Inside TAT	90%	25%	65%	
	Outside TAT	10%	75%	35%	
Mailroom	Mail received from Post Office	0	0	0	
	Mail collected from Divisions	49	49	56	
	Expenditure/Cost	R1 027.14	R1 339.93	R1 637.58	
Disclosure Billing: Paper Base	Disclosure Request received	3546	3743	43554	
	Disclosure request completed	2749	2999	3039	
	Outstanding ticket	797	744	515	
	Disclosure request billed	2508	953	3334	
Disclosure Billing: State Department	Disclosure Request received	2264	2424	2891	
	Disclosure Requests completed	1005	863	1760	
	Duplicate requests	1	2	17	
	Outstanding	1259	3488	1114	

Annexure B- Performance Against Strategic Objectives

2.1 Programme 1: Service Delivery and Access

Table 3: Programme 1 Performance Table

Output	Performance Indicator/Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Workplace readiness and skills development for the interns employed by the CIPC	Number of interns employed in the CIPC	50	50	50	53	Recruitment efforts accelerated	N/A
Funding ringfenced for the internships	Rand value of funding ringfenced for internships	New Indicator	R 7 200 000	-	N/A	N/A	N/A
Enhanced customer/user experience (Implementation of user/customer enhancement programme)	Out of 10 customer and stakeholder score	8(equivalent to 80%)	85%	-	N/A	N/A	N/A
Enhance public trust in the CIPC	Number of publications of service delivery turnaround time/SLA	New Indicator	1	1	1	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
	Number of publications of the CIPC performance on meeting the publicised service delivery turnaround time (SLA)	New Indicator	4	1	0	The SDS reports for Q1 and Q2 have been completed. It was agreed the reports will not publish these due to training	Not Provided
Clean audit achieved	Number of AGSA Audit outcome reports	1 (Clean Audit)	1 (Clean audit)	1 (AGSA audit report issued with no findings)	0	Reported in Q2 as achieved	N/A
Implement automation and digitisation of CIPC's processes to improve service delivery and reduce bureaucratic delays	Number of CIPC Processes Automated	34 out of 91	10	-	N/A	N/A	N/A
Timely payment of suppliers	Percentage of invoices paid within 20 days	New Indicator	80%	80%	84%	N/A	N/A

Output	Performance Indicator/Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Procurement from SA-based, B-BBEE compliant suppliers	Percentage of B-BBEE compliant suppliers (procurement above R 30000 and SA based companies)	New Indicator	100%	100%	100%	N/A	N/A
Expansion of services offered on the business services one-stop-shop	Number of partners onboarded to the on-stop-shop (BizPortal platform) to provide a digitised service for various business applications such as registering a Company, applying for a back	New Indicator	1	-	N/A	N/A	N/A

2.2 Programme 2: Innovation and Creativity Promotion

Table 4: Programme 2 Performance Table

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Implementation of Experiential Learning Project (ELP) with the SSE team	Number of SSE training initiatives	4	4	1	8	Training initiatives availed by EPO, JPO, and the Internal Chatties Programme were leveraged	N/A
Sustainable job creation via the SSE programme	Number of new jobs	0	20	-	N/A	N/A	N/A
Compliance with Regulations by Accredited Collecting Societies	Number of audits conducted on the distribution of royalties reports on	1	1	-	N/A	N/A	N/A
Enhance capacity within Law Enforcement	Number of capacity building initiatives of the law enforcement agencies dealing with counterfeit goods and illicit trade	New Indicator	6	2	6	N/A	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
	Number of IP Enforcement Operations on counterfeit goods and illicit trade	1	1	-	N/A	N/A	N/A

2.3 Programme 3: Business Regulation and Reputation

Table 5: Programme 3 Performance Table

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Collaborate with SMMES, professional bodies or business chambers to empower professionals and businesses with Company law knowledge and encourage compliance	Number of corporate education and awareness initiatives hosted or participated in	40	40	6	25	Due to influx of invitation to webinars and events, as well as request from CIPC business units to host webinars on specific subjects	N/A
Participation in consultation processes with the dtic as well as Department of Agriculture, Rural Development and Land Reform pertaining to protection of geographical indicators (GIs) in SA	Percentage of consultation processes on protection of geographical indicators (GIs), participated in, where CIPC participation was requested	New Indicator	100%	100%	100%	N/A	N/A
Pro-active Investigations in response to contraventions of Companies Act No 71 of 2008 on Companies identified on State Capture Commission Report	Number of directors investigated for delinquency	6	6	-	N/A	N/A	N/A

Output	Performance Indicator /Measure	Baseline	Annual Target 2025/2026	3rd Quarter Milestone	Actual Performance	Reason for Variance	Planned Action
Targeted proactive pre-investigations	Number of targeted proactive pre-investigations	4	12	4	4	N/A	N/A
Transparency and reporting on governance matters	Number of compliance checklist reports published tracking trends in compliance	New Indicator	1	-	N/A	N/A	N/A
	Number of public notices issue	New Indicator	1	-	1	N/A	N/A
Reports on Tracked Capital Raised through IPOs to promote regular tracking of reports	Number of Prospectus Reports.	4	4	1	1	N/A	N/A
	Number of Annual Prospectus reports	1	1	-	N/A	N/A	N/A

Annexure C- Governance Risk and Compliance Risk

1. Summary and Highlights

The Governance, Risk, and Compliance (GRC) Division continued to strengthen its policies and frameworks to ensure efficient operations. This report provides an overview of the key initiatives undertaken, strategies employed, achievements, and areas identified for improvement during the 3rd quarter of the 2025/26 fiscal year.

Summary of key achievements.

- Ongoing ethics awareness sessions.
- Developed Ethics Strategy and Roadmap.
- Improved complaints handling and investigations.

These achievements underscore the organisation's dedication to maintaining a robust governance framework and fostering a culture of accountability and integrity.

2. Governance and Ethics

Governance and oversight structures

The current governance framework has been evaluated for effectiveness and alignment with the organisation's strategic direction. This has necessitated a comprehensive review to rationalise governance structures by addressing identified overlaps and redundancies.

Ethics

In response to the ethics risk assessment conducted in October, an Ethics Strategy and Roadmap were developed to address emerging ethics and fraud risks. In addition, a refresher session on ethics and conduct policy issues was conducted in collaboration with the Human Capital Division. To further promote ethical conduct and awareness across the organization, strategic partnerships, most notably with the National School of Governance, are nearing finalisation. Additional collaborative opportunities are also being explored to strengthen the organisation's ethics and governance ecosystem.

Declaration of Interest

In response to ongoing challenges and process inefficiencies encountered by both employees and the responsible team, an automated workflow has been implemented to streamline and enhance the submission of information.

Below is figure 4, depicting the compliance status and the conflict category distribution.

Compliance Status	Category Distribution
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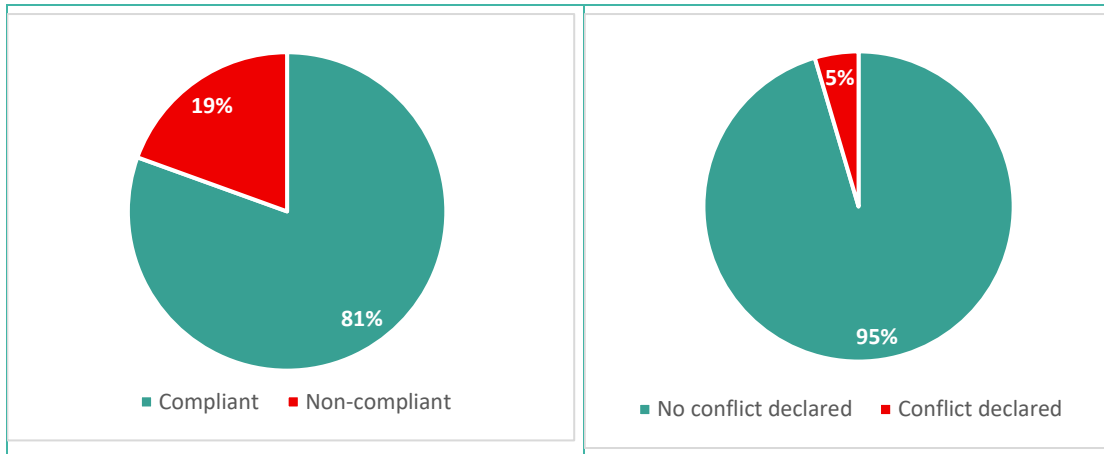


Figure 4: Compliance status and Category Distribution

Status of Policies

The team facilitated the review and reinforcement of policies procedures to align with evolving industry standards.

Division	No of policies	Up to date	Due/under review	New	In progress
HR	17	4	3	2	9
BISG	14	11	0	1	2
Finance	9	8	0	1	0
Facilities and security	5	4	0	0	0
Client engagement	1	1	0	0	0
GRC	7	7	0	0	0
Strategy	4	0	1	2	1
TOTAL	57	35	4	6	12

3.Risk Management

Overview

Strategic risk ratings remained unchanged during the reporting period, indicating stability in the organisation's risk profile. However, a comprehensive review of the effectiveness and impact of existing controls is still pending. This review will be critical in assessing the adequacy of current mitigation measures and informing future risk management strategies.

Below is figure 5, depicting strategic risk profile.

Strategic Risk Profile

Top 10 Risks		
Risk Definition	Residual Score	Inherent Score
Cybersecurity threats	20	20

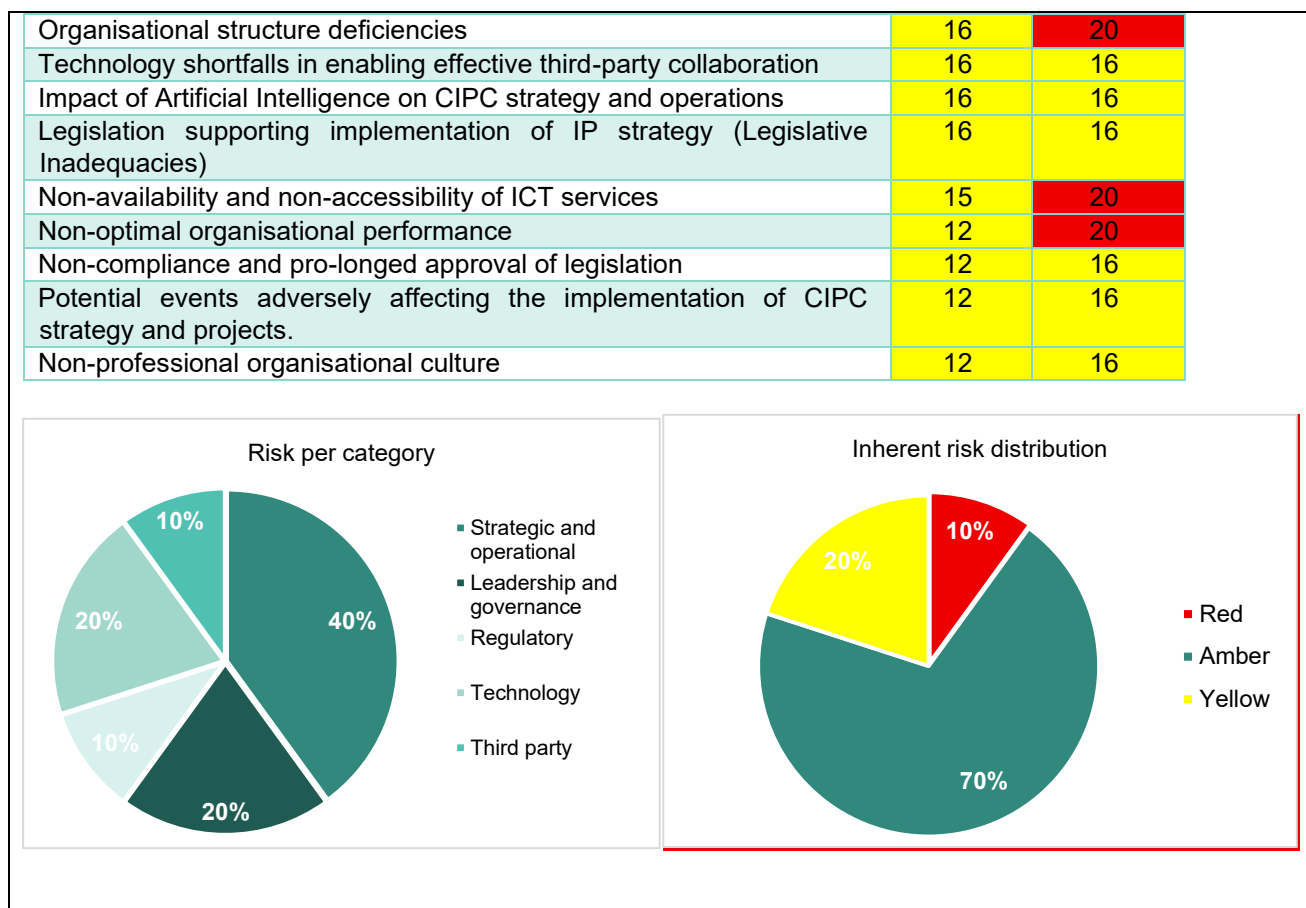


Figure 5: Strategic Risk Profile

Materialised and Emerging Risks

No materialised risks were reported during the quarter, indicating effective risk containment across operational areas.

Emerging Risks

- **Regulatory and compliance risks** are also increasing as businesses operate under growing financial strain. This heightens the risk of non-compliance, fronting, and abuse of corporate structures for illicit activities, placing greater demands on the CIPC’s enforcement, verification, and data integrity functions.
- **Misalignment of AI with CIPC Mandate-** AI systems provide advice or decisions inconsistent with the Companies Act, Close Corporations Act, IP laws or ministerial directives.
- **Lack of AI governance and oversight-** no formalised governance for AI lifecycle management at CIPC
- **Third party AI Dependency-** overreliance on vendors for model updates, data processing or hosted AI platforms

4. Progress on Implementation of Risk and Fraud Plan

This section highlights progress made on each of the planned activities for the quarter.

The below figure 6 depicts risk management and fraud prevention plan.

Activities		Q1	Q2	Q3	Comment
1.	Risk Management				
1.1	Risk management strategy and plan revision	✓			
1.2	Risk management policy revision.				
1.3	Risk framework and methodology revision				
1.5	Risk maturity assessment				
1.6	Strategic risk register review	✓			
1.7	Risk appetite framework review	✓			
1.8	Strategic and operational root causes analysis	✓			
1.9	Risk monitoring and reporting	✓			
1.1	Facilitate risk management awareness	✓			
0					
1.1	Third party risk management framework review and implementation	✓			
1.1	Third party risks register review	✓			
1.1	Integrated BCM Plan review and implementation	✓			
2.	Fraud Prevention Plan				
2.1	Fraud prevention plan review	✓			
2.2	Fraud prevention policy and strategy review				
2.3	Whistleblowing policy and strategy review				
2.4	Complaints handling methodology/processes	✓			
2.5	Fraud risk register review	✓			
2.6	Ethics policy and framework review	✓			
2.7	Ethics and Fraud awareness and education	✓			
2.8	Facilitate the declaration of interest process in line with the approved policies	✓			
2.9	Fraud complaints handling	✓			
2.10	Investigations	✓			
2.11	Investigations report analysis and reporting	✓			

Table 6: Risk Management and Fraud Prevention Plan

Key:

Complete	In progress	Not done	Not planned for the period
----------	-------------	----------	----------------------------

The Division achieved a performance rate of **94%** for the quarter under review, reflecting strong progress toward the annual targets.

5. Fraud Prevention

5.1 Complaints movement summary

Opening balance	Adjustment (cold cases)	Calls logged	Feedback Requests	Resolved	Balance 31/12
74	0	104	(8)	(60)	110

Table 7: Complaints Movement Summary

The closing balance of 110 cases reflects a significant increase in new calls logged during the period, partially offset by cases resolved and feedback requests issued. No adjustments relating to cold cases were recorded. While resolution efforts remain ongoing, the growing backlog indicates increasing demand and highlights the need for continued focus on case throughput and resolution capacity.

Several factors contribute to the pace at which cases are resolved. These include:

- The nature and complexity of the cases, which often require thorough investigation and careful handling.
- The capacity and skill levels of internal investigators play a significant role in how quickly cases can be processed.
- Instances where external investigators are required, the time taken to appoint and onboard them can also introduce delays.

Effective strategies are being considered to enhance responsiveness, reduce delays, and strengthen overall case resolution efficiency.

Call Volume vs Complaint Trends

Non-Report Type	Jul	Aug	Sep	Oct	Nov	Dec
Abandoned Call	45	36	76	50	30	34
Adding Info Call	3	2	2	9	12	1
Concept Query	8	5	3		0	1
Intake-Method Enquiry	1	2	3	10	6	1
Misdirected Calls	3	2	1	1	5	8
Progress Query	2	2	1	3	1	1
Unresponsive Caller	3	4	6	3		1
Withdrawn Mid-Call	2	1	1	2	0	0
Wrong Number	12	7	15	15	9	12
Total Non-Report Type Calls	79	61	108	94	65	59
Total (quarter)	252			218		

During quarter 3, a total of **218** non-report type calls were recorded. This figure is slightly lower than the complaints received during Q2. The disparity between call volumes and formal complaints highlights potential gaps in the complaints handling process, particularly in how calls are screened, categorised, and managed. It also underscores the significant amount of time and resources invested in attending to calls that do not result in formal complaints. This trend suggests a need to review and refine call triaging processes to improve efficiency and enhance public communication to clarify reporting channels and procedures.

Table 8: Call Volume vs Complaint Trends

Status of Open Cases as at 31/12

Total	Under investigation	Pending investigation
110	(62)	48

Table 9: Status of Open Cases as at 31/12

Reporting Channels

#	Channel	Received Cases
1	Hotline	89
2	Emails	1
3	Internal Referrals	14
Total		104

Table 10: Reporting Channels

Nature of Cases

#	Types of cases	Q1		Q2		Q3	
		No. of cases	%	No. of cases	%	No. of cases	%
1.	Fraudulent and unauthorised changes to entity's information	39	57%	56	67%	82	79%
2.	Customer accounts and refunds	11	16%	7	8%	1	1%
3.	Implicating employees	0	0%	4	5%	3	3%
4.	Other: non-fraud related	16	24%	8	10%	10	10%
5.	Feedback request/ additional info	2	3%	8	10%	8	7%
Total		68	100%	83	100%	104	100%

Table 11: Nature of Cases

Complaints Implicating Employees.

During the reporting period, three complaints were received alleging improper conduct and corruption by employees. These complaints relate to alleged procurement irregularities, company deregistration and reinstatement, and customer account issues. This follows a trend of increased complaints implicating employees in previous reporting periods, raising concerns about heightened fraud and corruption risks and the potential for associated operational and reputational risks. The investigation report concerning allegations implicating multiple employees was completed and circulated to Exco in December 2025 for deliberation and resolution.

6. Compliance Management

A comprehensive review of the compliance framework and regulatory universe was completed and implementation is underway. The result of the review indicated that the organisation is generally compliant. With non-compliance issue to report for the quarter.

7. Business Continuity Risk Management

During the reporting period, key BCM-related initiatives were completed to enhance organizational resilience and ensure robust continuity planning. These include the BCM Risk Review, BCM Environment and Integration Report, Three-Year Roadmap, Revised Integrated Framework, and the Integrated Crisis Communication Plan. Collectively, these initiatives strengthen alignment between risk management, governance structures, and crisis response capabilities, positioning the organization to effectively anticipate, mitigate, and respond to potential disruptions.

8. Resource Management

Capacity constraints persisted during the second quarter, impacting on the Division's ability to fully meet operational demands. While internal measures are being implemented to strengthen capacity, external resources continue to be utilised to support critical functions. Engagements with the Human Capital Division remain ongoing, with the aim of addressing staffing needs through both short-term interventions and long-term workforce planning. These efforts are essential to ensure the Division remains adequately resourced to deliver on its mandate effectively.

9. Quarter 4 Focus

- Ethics and Fraud Prevention Campaign
- Risk maturity framework review and assessment
- Case resolution improvement
- Verification Framework development.

Annexure D – Internal Audit Findings

Audit findings tracking summary report for the quarter ended 31 December 2025.

1. Purpose of the Report

This report provides a high-level summary of progress made with regard to the implementation of corrective actions to address previously reported audit findings. The report covers findings emanating from the audit conducted by the Auditor General (AG) for the 2024/25 financial year as well as findings and observations from internal audits conducted in the 2022/2023, 2023/2024 and 2024/2025 financial years. Details of progress are contained in the respective registers attached to this report.

2. Summary of all Unresolved Internal Audit Findings

- Audits assignment involved = 22
- Total findings at the beginning of Q3 of 2024/2025 = 55
Total findings resolved/addressed/ Risk accepted = 25 (45%)
- Total findings in progress/Partially addressed = 30 (55%)
- Total findings not addressed = 0 (0%)

The graph below depicts the percentage of action taken by management to address Internal Audit findings which were previously reported:

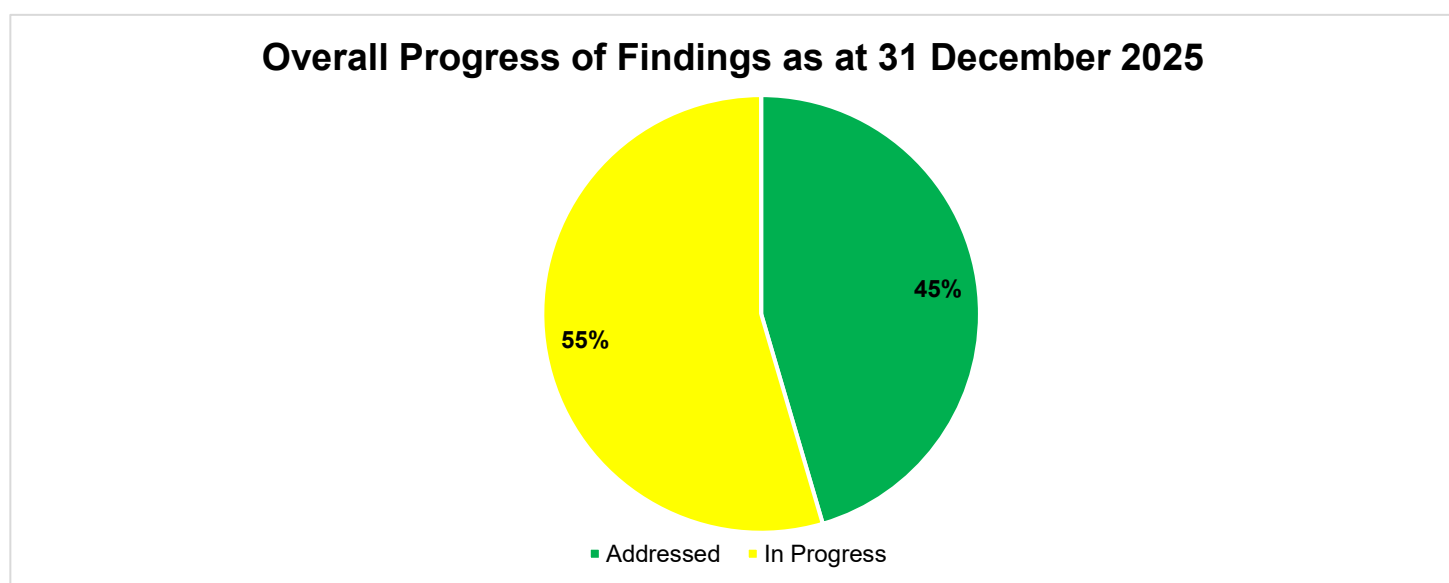


Figure 6: Overall Progress of Internal Audit Findings

3. Internal Audit Findings

Executive Summary - Internal Audit Findings 2022/2023 as of 31 December 2025

Audit Assignment	Total outstanding findings at beginning of Q3 2025/2026	Addressed and risk accepted - Total	In Progress	Not Addressed - Total
Labour Relations	2	0	2	0

Audit Assignment	Total outstanding findings at beginning of Q3 2025/2026	Addressed and risk accepted - Total	In Progress	Not Addressed - Total
Disaster Recovery	1	0	1	0
TOTAL	3	0	3	0
%	100%	0%	100%	0%

Table 12: Executive Summary-Internal Audit Findings 2022/23

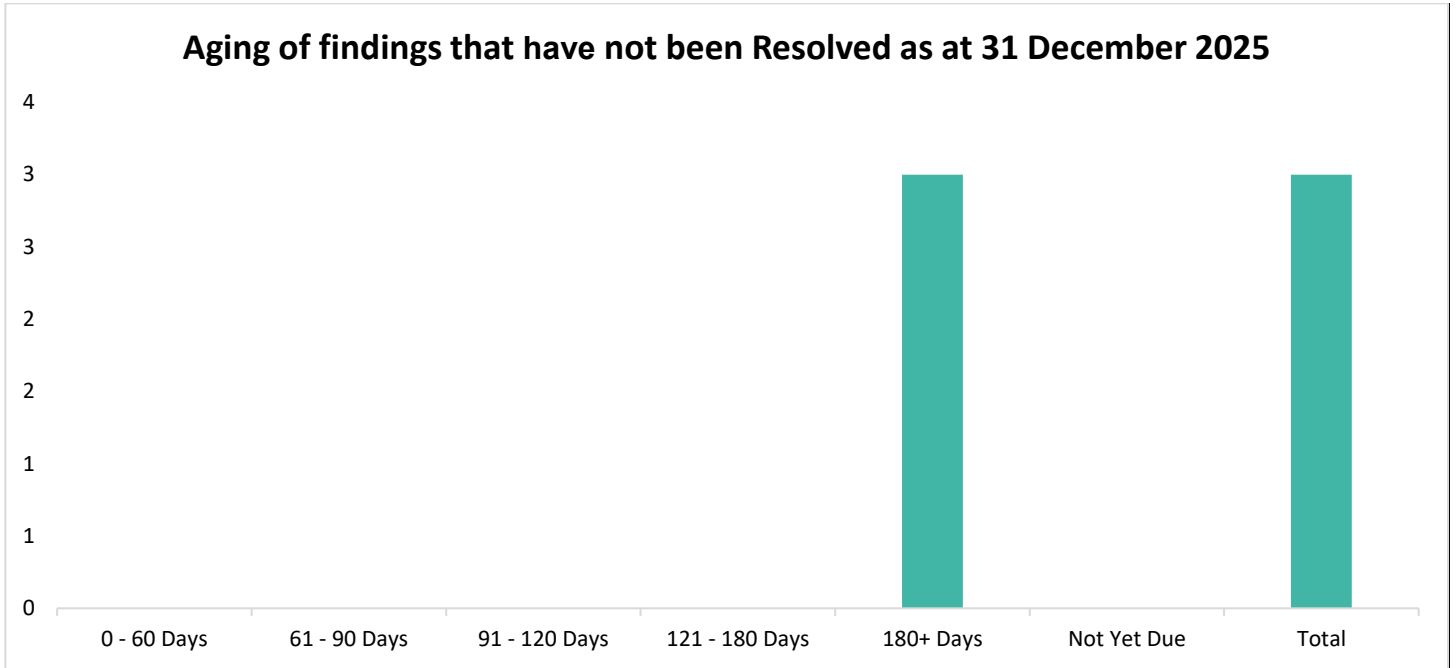


Figure 7: Aging of Findings Unresolved as at 31 December 2025

Executive Summary - Internal Audit Findings 2023/2024 as at 31 December 2025:

Audit Assignment	Total outstanding findings at beginning of Q3 2025/2026	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
Staff Establishment	3	1	2	0
Trademarks	2	0	2	0
BCM (Non-IT)	5	2	3	0
ICT Project Management	2	2	0	0
Application Controls on eServices	1	1	0	0
IT General Controls Review	3	0	3	0
TOTAL	16	6	10	0
	100%	38%	63%	0%

Table 13: Executive Summary-Internal Audit Findings 2023/24

Aging of unresolved AGSA findings as at 31 December 2025

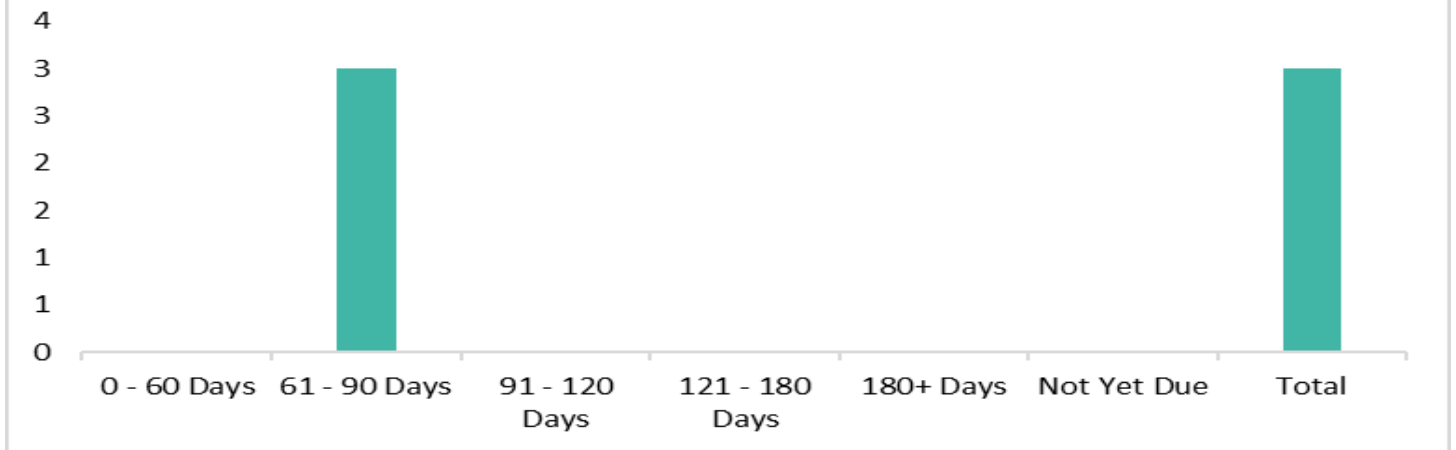


Figure 8: Aging of Unresolved AGSA Findings

Executive Summary - Internal Audit Findings 2024/2025 as at 31 December 2025

Audit Assignment	Total outstanding findings at beginning of Q3 2025/2026	Addressed and risk accepted - Total	Partially Addressed	Not Addressed - Total
SSC – JHB	2	1	1	0
SSC - Pretoria	2	1	1	0
Marketing & Communications	1	1	0	0
Patents & Design	6	6	0	0
Security	5	0	5	0
Supply Chain Management	1	0	1	0
Recruitment	4	2	2	0
Infrastructure Audit	2	1	1	0
Migration of Applications	1	1	0	0
Cyber Security	2	2	0	0
Ptolemy	2	0	2	0
Mobile Applications	4	0	4	0
ICT 3rd Party Risk	2	2	0	0
Accounts Payables	2	2	0	0
TOTAL	36	19	17	0
	100%	53%	47%	0%

Table 14: Executive Summary-Internal Audit Findings 2024/25

Aging of findings that have not been Resolved as at 31 December 2025

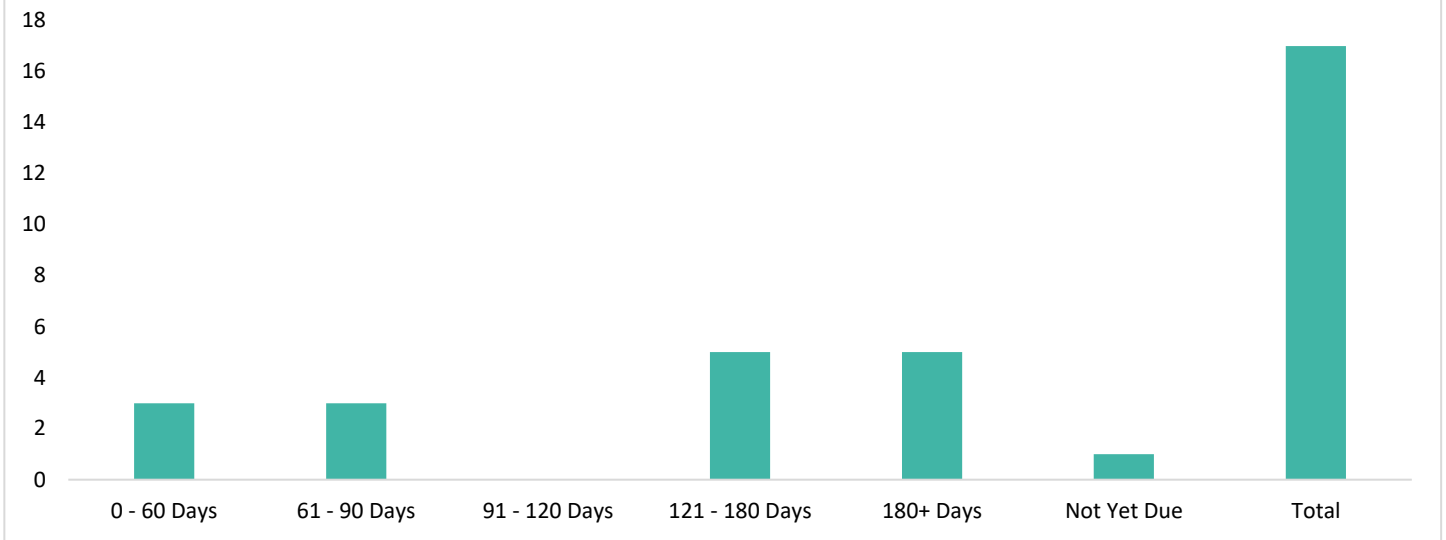


Figure 9: Aging of Findings Resolved as at 31 December 2025

4. Auditor General Findings 2024/25

- Opening findings balance at beginning of Q3 2025/2026 = 6
- Addressed and risk accepted in Q3 of 2025/2026 = 3
- In progress = 3
- Not addressed = 0

Audit Assignment	Q3 2025/2026 opening balance	Addressed and risk accepted in Q3 of 2025/2026	In progress	Not Addressed
AG: Management report findings	6	3	3	0
% Total	100%	50%	50%	0

Table 15: Auditor General Findings

AGSA Findings at 31 December 2025

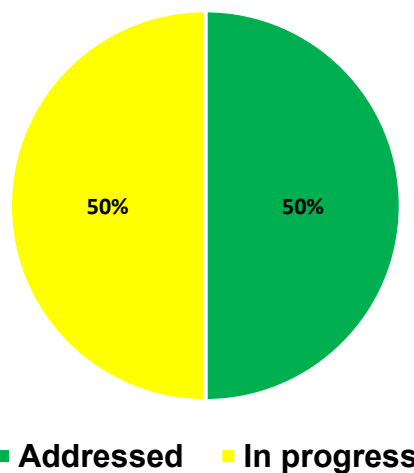


Figure 10: AGSA Findings as at 31 December 2025

The graph below depicts the percentage of action taken by management to address AG findings which were previously reported:

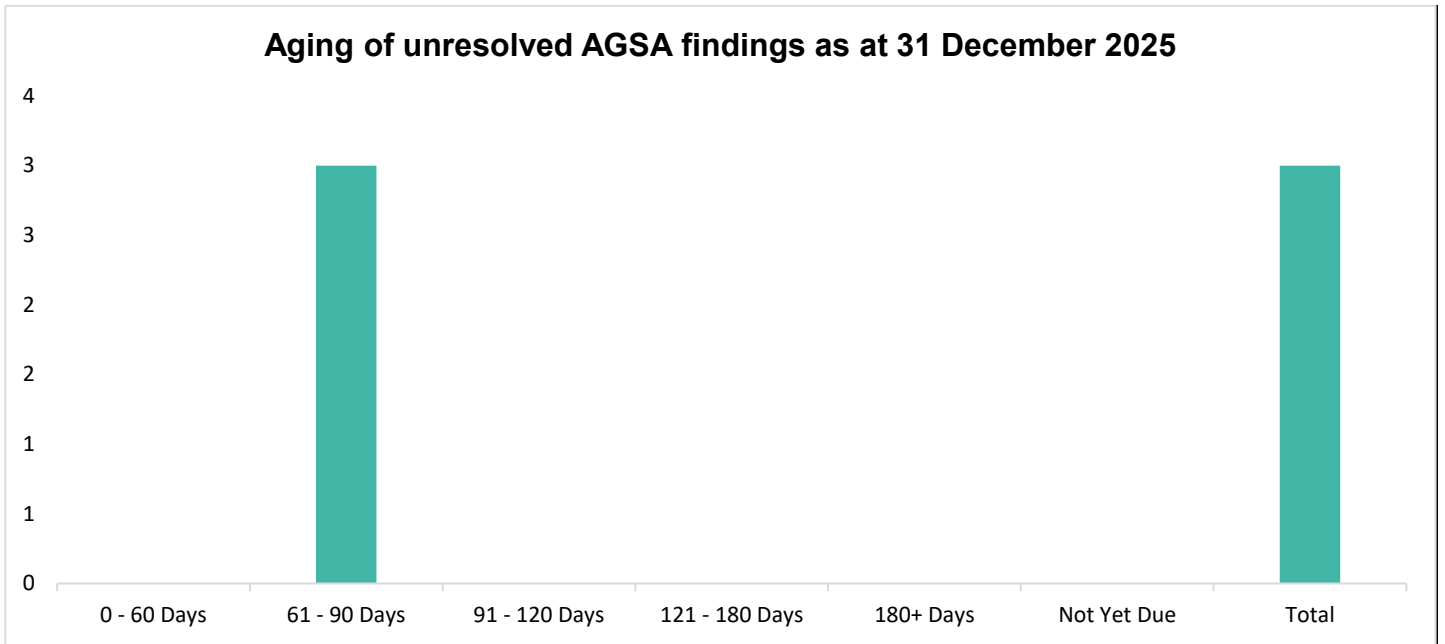


Figure 11: Aging of Unresolved AGSA Findings

Annexure E – Finance Report

***Finance Report Shared Separately*

Annexure F – PFMA Compliance Checklist

1. Quarter 3 2025/26 Public Financial Management Act Checklist Report.

PFMA Checklist for Public Entities: Corporate Management

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	49	Accounting Authority	In terms of section 49(3) the relevant treasury, in exceptional circumstances, may approve that a functionary other than the board or CEO be the AA of the public entity. In this regard, has the Auditor-General been informed in writing of any such approval or instruction?			x	Themba	
2.	TR 27.3.1	Chief Financial Officer	In the case of a 3A or 3C public entity, has a Chief Financial Officer been appointed to head the finance division?	x			Themba	
3.	56(1)	Delegations of Authority	Have the powers entrusted or delegated to the accounting authority been delegated to other officials within the public entity?	x			Themba	
4.	51(1)(a)(i)	Internal Control	Does the public entity have: an effective, efficient and transparent system of financial and risk management and internal control?	x			Mpho	
	51(1)(a)(ii)		a system of internal audit under the control and direction of an audit committee complying with and operating in accordance with regulations and instructions prescribed in terms of sections 76 and 77?	x			Mpho	
	TR 27.1.1		Is the audit committee a sub-committee of the accounting authority?	x			Bathabile	
	77(a)		Does the audit committee consist of at least 3 persons?	x			Bathabile	
	77(b)		Does the audit committee meet at least twice a year?	x			Bathabile	
	TR 27.1.6		Does the audit committee operate in terms of a written terms of reference?	x			Bathabile	
	TR 27.1.6		Are the terms of reference reviewed at least annually to ensure its relevance?	x			Bathabile	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	27.1.8		<p>Does the audit committee review the following:</p> <ul style="list-style-type: none"> • The effectiveness of internal control systems; • The effectiveness of internal audit; • The risk areas of the entity's operations to be covered in the scope of internal and external audits • The adequacy, reliability and accuracy of financial information provided to management and other users of such information • Any accounting and auditing concerns identified as a result of internal and external audits • The entity's compliance with legal and regulatory provisions • The activities of the internal audit function, including its annual work programme, co-ordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations; and • Where relevant, the independence and objectivity of the external auditors. 	X			Bathabile	
	TR 27.1.10(a)		Does the audit committee report and make recommendations to the accounting authority?	X			Bathabile	
	TR 27.1.13		Does the audit committee meet annually with the Auditor-General or external auditor to ensure that there are no unresolved issues of concern?	X			Bathabile	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 27.2.1		<p>Are risk assessments conducted regularly to identify the public entity's emerging risks?</p> <p>Does the public entity have a risk management strategy (including a fraud prevention plan) to direct internal audit effort and priority and to determine the skills required of managers and staff to improve controls and to manage these risks?</p> <p>If there is a risk management strategy, is it communicated to all employees?</p>	X			Bathabile	
	TR 27.2.5		Are the purpose, authority and responsibility of the internal audit function defined in an audit charter?	X			Mpho	
	TR 27.2.6		Is internal audit conducted in accordance with standards set by the Institute of Internal Auditors?	X			Mpho	
	TR 27.2.7		<p>Has the internal audit function prepared a three-year strategic internal audit plan based on the risks facing the public entity?</p> <p>Does the internal audit function report to the audit committee detailing its performance against the plan?</p>	X			Mpho	
	TR 27.2.10		<p>Does the internal audit function evaluate the following:</p> <ul style="list-style-type: none"> • The information systems environment; • The reliability and integrity of financial and operational information; • The effectiveness of operations; • Safeguarding of assets; and • Compliance with laws, regulations and controls 	X			Mpho	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
5.	51(e)	Financial Misconduct	<p>Have effective and appropriate disciplinary steps been taken against any employee of the public entity who has:</p> <ul style="list-style-type: none"> • Contravened or failed to comply with a provision of the PFMA • Committed an act which undermined the financial management and internal control system of the public entity • Made or permitted irregular or fruitless and wasteful expenditure 			X	Hlengani	
	86(2)		Has the accounting authority been found guilty of an offence or is there any investigation pending relating to the willful or negligent failure to comply with the provisions of sections 50, 51 or 55?		X		Hlengani	
	TR 33.1.1		Have any employees of the public entity committed financial misconduct?		X		Hlengani	
	TR 33.1.2		If so, was the investigation instituted within 30 days?			X	Hlengani	I
	TR 33.2.1		Is the Executive Authority, Auditor-General and relevant treasury advised if any criminal charges that have been laid against persons for financial misconduct?			X	Hlengani	
	TR 33.3.1		<p>Is the Executive Authority, Auditor-General and relevant treasury provided with a schedule detailing:</p> <ul style="list-style-type: none"> • The outcome of any disciplinary hearings and/or criminal charges; • The names and ranks of employees involved; and • The sanctions and any further actions taken against these employees. 	X			Hlengani	

Table 16: PFMA Checklist for Public Entities Corporate Management

PFMA Checklist for Public Entities: Planning and Budgeting

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	52	Annual budget, corporate plan and shareholder's compact by Schedule 3 public entities and government business enterprises	<p>Did the accounting authority submit the following to the relevant treasury and to the accounting officer of the department at least one month before the start of the public entity's financial year:</p> <ul style="list-style-type: none"> a projection of revenue, expenditure and borrowings for the financial year in the prescribed format; and a corporate plan in the prescribed format covering the affairs of that public entity or business enterprise for the following three financial years, and if it has subsidiaries, also the affairs of the subsidiaries. 	X			Themba	
				x			Nokwanda	Yes
	TR 29.1.1		<p>Does the corporate plan include the following:</p> <ul style="list-style-type: none"> strategic objectives and outcomes identified and agreed upon by the executive authority in the shareholder's compact; strategic and business initiatives as embodied in business function strategies; key performance measures and indicators for assessing the entity's performance in delivering the desired outcomes and objectives; a risk management plan; a fraud prevention plan; a materiality/significant framework, referred to in Treasury Regulation 28.1.5; 	x			Nokwanda	A materiality framework is maintained by accounting and submitted annually to entity oversight based on their new requirements.

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<ul style="list-style-type: none"> • a financial plan addressing – <ul style="list-style-type: none"> <input type="checkbox"/> revenue, expenditure and borrowings; Yes <input type="checkbox"/> asset and liability management cash flow projections; Yes <input type="checkbox"/> capital expenditure programmes; and Yes <input type="checkbox"/> dividend policies N/A 					
	TR 29.2.		<p>Does the public entity conclude a shareholder's compact with the executive authority on an annual basis?</p> <p>If yes, does the shareholders compact document the mandated key performance measures and indicators to be attained as agreed between the accounting authority and the executive authority?</p>			x	Janine	<p>The dtic did not provide a shareholder compact agreement to CIPC – as per CIPC / DTIC emails in 2023</p> <p><i>Bona Motlhake wrote: "Ministry is only talking about the Compacts for the schedule 3B and 2 which are SABS, ECIC and IDC respectively."</i></p>
2.	53(1)	Annual budgets by non-business Schedule 3 public entities	Did the accounting authority submit a budget to the executive authority for his or her approval at least six months prior to the start of the financial year of the department designated by the executive authority or another period agreed to between executive authority and the public entity ?	X			Themba	
	53(2)		Was the budget submitted to the executive authority via the accounting officer of the department designated by the executive authority?	X			Themba	
	53(3)		Did the public entity budget for a deficit or accumulate a surplus without approval of the National Treasury?		X		Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 30.1.1		Did the accounting authority submit a proposed strategic plan to the executive authority for his or her approval at least six months before the start of the financial year of the department designated by the executive authority?	x			Nokwanda	
	TR 30.1.2		Was the final strategic plan submitted to the executive authority before 1 April?	x			Nokwanda	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 30.1.3		<p>Does the strategic plan:</p> <ul style="list-style-type: none"> cover a period of three years; include objectives and outcomes as identified by the executive authority; include multi-year projections of revenue and expenditure; include performance measures and indicators for assessing the public entity's performance in delivering the desired outcomes and objectives; and include the materiality/significant framework, referred to in Treasury Regulation 28.1.5. <p>Is the strategic plan updated on an annual basis?</p>	x			Nokwanda	5 years

Table 17: PFMA Checklist for Public Entities Planning and Budgeting

PFMA Checklist for Public Entities: Management of Working Capital

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	38(1)(j)		Has the public entity submitted a written assurance to the transferring department to the effect that the entity has and maintains effective, efficient and transparent financial management and internal control systems?			x	Themba	
	51(1)		<p>Does the public entity:</p> <ul style="list-style-type: none"> • have an appropriate procurement and provisioning administration system, which is fair, equitable, transparent, competitive and cost-effective? • have a system for properly evaluating all major capital projects prior to a final decision on the project? • collect all revenue due? • Have mechanisms in place to prevent irregular and fruitless and wasteful expenditure? • Manage available working capital efficiently and economically? 	X			Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 29.1.3 TR 29.1.6		<p>Did the public entity submit a corporate plan and borrowing programme to the relevant treasury? (Schedule 2, 3B and 3D entities only)</p> <p>If a borrowing programme was submitted, did it include?</p> <ul style="list-style-type: none"> • The terms and conditions on which the money was borrowed? • Information on proposed domestic borrowing; • Information on proposed foreign borrowing (national entities) • Short and long term borrowing; • Borrowing in relation to a pre-approved corporate plan • The maturity profile of the debt; • The confirmation of compliance with existing and proposed loan covenants; • Debts guaranteed by the government; • Motivations for government guarantees, if required; and • The executive authority's approval of the borrowing programme, if required by the legislation in terms of which the entity was established. 			X	Themba	
	TR 32.1.1		<p>Did the public entity borrow money for bridging purposes? If yes:</p> <ul style="list-style-type: none"> • Was approval obtained from the Minister of Finance? • Was the debt repaid within 30 days from the end of the financial year? 			X	Themba	

Table 18: PFMA Checklist for Public Entities Management of Working Capital

PFMA Checklist for Public Entities: Reporting

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	TR 26.1.1	Quarterly Reporting	Does the public entity submit information on its actual and projected revenue and expenditure to the designated accounting officer within 30 days from the end of each quarter? (Schedule 3A and 3C entities)	X			Themba	
	TR 26.1.2		Does the public entity report quarterly to the executive authority (via the designated accounting officer) on the extent of compliance with the PFMA and Treasury Regulations? (Schedule 3A and 3C public entities)	X			Themba	
	TR 29.3.1 TR 30.2.1		Has the public entity established procedures to report quarterly to the executive authority in relation to progress made against achieving the targets set out in the strategic and corporate plan?	X			Nokwanda	
2.	55	Annual report and financial statements	<p>Did the public entity submit the following to the relevant treasury, executive authority and Auditor-General within 5 months from the end of the financial year:</p> <ul style="list-style-type: none"> • An annual report on the activities of the public entity during that financial year; • The financial statements for that financial year after the statements have been audited; • The report of the auditors on those statements. 	x			Nokwanda Themba Mpho	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<p>Does the public entity's annual report and financial statements fairly present the state of affairs of the public entity, its business, its financial results, its performance against predetermined objectives and its financial position as at the end of the financial year concerned?</p> <p>Does the annual report and financial statements include:</p> <ul style="list-style-type: none"> Any material losses through criminal conduct and any irregular expenditure and fruitless and wasteful expenditure that occurred during the financial year; Any criminal or disciplinary steps taken as a consequence of such losses or irregular expenditure or fruitless and wasteful expenditure; Any losses recovered or written off; Any financial assistance received from the state and commitments made by the state on its behalf; The financial statements of subsidiaries. 		X		Themba	
	65		<p>Did the executive authority table the annual report and financial statements within one month after the accounting authority received the audit report?</p> <p>If no, did the executive authority table an explanation in the Legislature setting out the reasons why the annual report and financial statements were not tabled?</p>				Nokwanda	
	TR 27.1.7		Does the annual report contain a disclosure to the effect that the audit committee has adopted a formal terms of reference	x			Bathabile and Nokwanda	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 27.1.10		Did the audit committee comment on its evaluation of the public entity's financial statements?				Bathabile	

COMMENTS

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
	TR 28.1.1		Does the financial statements include a report by the accounting authority that discloses the emoluments of all directors and executive members of the public entity and its subsidiaries?	X			Muhammed	
	TR 28.1.2		<p>If yes, to above, does the disclosure include?</p> <ul style="list-style-type: none"> • Fees for services as a director or executive member; • Basic salary; • Bonuses and performance related payments; • Sums paid by way of expense allowances; • Contributions made to any pension fund, medical aid, insurance scheme, etc; • Any commission, gain or profit sharing arrangements; • Any share options, including their strike price and period; and • Any other material benefits received. 	<p>X</p> <p>X</p> <p>X</p> <p>X</p> <p>X</p>			Muhammed	
	TR 28.1.3		Has your public entity adjusted its financial year in accordance with the table in TR 28.1.3?		X		Muhammed	
	TR 28.2.1		Does the annual report provide details of the materiality/significant framework applied during the financial year?		x		Nokwanda	

Table 19: PFMA Checklist for Public Entities Reporting

PFMA Checklist For Public Entities: Cash Management, Banking and Investment

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
1.	51(1)(b)(iii) TR 31.1	Cash Management	<p>Are systems, procedures and processes in place in the public entity to ensure efficient and effective banking and cash management, which includes?</p> <ul style="list-style-type: none"> • Collecting and banking revenue promptly; • Making payment no earlier than necessary with due regard for efficient, effective and economical programme delivery and the public entity's normal terms for account payments; • Avoiding prepayments for goods and services unless required by the contractual arrangements with the supplier; • Accepting discounts to effect early settlement; • Pursuing debtors with appropriate sensitivity and rigour to ensure that amounts receivable by the public entity are collected and banked promptly; • Accurately forecasting the public entity's cash flow requirements; • Timing the in and out flow of cash; • Recognising the time value of money, i.e. economically, efficiently, and effectively managing cash; 	X			Themba	

NO.	SECTION	DESCRIPTION	ACTION	YES	NO	N/A	RESPONSIBLE	COMMENTS
			<ul style="list-style-type: none"> • Taking any other action that avoids locking up money unnecessarily and inefficiently, such as managing inventories to the optimum level for efficient and effective programme delivery, and selling surplus or under utilised assets; • Performing bank reconciliations at least weekly; • Making regular cash forecasts; and • Alignment of the approved budget with monthly cash flows; • Variance analyses of actual cash flow with the approved budget 				Themba	
2.	TR 31.2.1	Banking	Does the public entity submit a list of all its banking accounts to the National Treasury by 31 May of each year?	X			Themba	
3.	TR 31.3.1 TR 31.3.2	Investment	<p>Does the public entity have an investment policy?</p> <p>If yes to the above, does the investment policy include the:</p> <ul style="list-style-type: none"> • selection of counter-parties through credit risk analyses; • establishment of investment limits per institution; • establishment of investment limits per investment instrument; • monitoring of investments against limits; • reassessment of investment policies on a regular basis; • reassessment of counter-party credit risk based on credit ratings; and • reassessment of investment instruments based on liquidity requirements. 		X		Themba	

Table 20: PFMA Checklist for Public Entities Cash Management, Banking and Investment

2. Status of Legislative/ation Compliance Report

Summary on PFMA and Treasury Regulations Compliance for Q3 2025/26

Overview

This report provides a comprehensive summary of the compliance status with the Public Finance Management Act (PFMA) and Treasury Regulations for the Third quarter of 2026. The checklist covers various sections, including corporate management, planning and budgeting, management of working capital, and reporting.

A. Corporate Management

Chief Financial Officer (TR 27.3.1)

- The organization has a Chief Financial Officer for the Finance Division.
- Status: Compliant

Delegations of Authority (Section 56(1))

- Powers entrusted to the Accounting Authority have been delegated to other officials.
- Status: Compliant

Internal Control (Section 51(1)(a)(i))

- An effective, efficient, and transparent system of financial and risk management and internal control is in place.
- Status: Compliant

Internal Audit (Section 51(1)(a)(ii))

- A system of Internal Audit under the control of an Audit Committee is operational.
- Status: Compliant

Audit Committee (TR 27.1.1 - TR 27.1.13)

- The audit committee is a sub-committee of the Accounting Authority, meets at least four times a year (quarterly), and operates under written terms of reference.
- Status: Compliant

B. Planning and Budgeting

Annual Budget and Corporate Plan (Section 52)

- The Accounting Authority submitted the required documents to the relevant treasury and accounting officer.
- Status: Compliant

Strategic Plan (TR 30.1.1 - TR 30.1.3)

- The strategic plan covers a period of three years and includes objectives, outcomes, and performance measures.
- Status: Compliant

C. Management of Working Capital

Financial Management and Internal Control (Section 38(1)(j))

- Assurance has been provided that effective, efficient, and transparent financial management and internal control systems are maintained.
- Status: Compliant

Procurement and Revenue Collection (Section 51(1))

- The organization has appropriate systems for procurement, revenue collection, and preventing irregular expenditure.
- Status: Compliant

D. Reporting

Quarterly Reporting (TR 26.1.1 - TR 26.1.2)

- The CIPC submits quarterly reports on actual and projected revenue and expenditure, and compliance with the PFMA and Treasury Regulations.
- Status: Compliant

Annual Report and Financial Statements (Section 55)

- The annual report and financial statements are submitted within the required timeframe and fairly present the state of affairs of the organization.
- Status: Compliant

The compliance status for Quarter 3 of 2025/26 indicates that the CIPC is largely compliant with the PFMA and Treasury Regulations. All key areas, including corporate management, planning and budgeting, management of working capital, and reporting, have met the required standards.

Annexure G – Combined Assurance Report

To be included in Quarter 4