



**FREEPORT**  
**SALDANHA**

INDUSTRIAL DEVELOPMENT ZONE

## **CORPORATE PLAN**

**2025 / 26**

Saldanha Bay IDZ  
Licencing Company SOC Ltd  
t/a Freeport Saldanha

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**FREEPORT**  
**SALDANHA**  

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INDUSTRIAL DEVELOPMENT ZONE



# CONTENTS

<b>Executive Authority Statement</b> .....	<b>5</b>
<b>Accounting Authority Statement</b> .....	<b>6</b>
<b>Official Sign-Off</b> .....	<b>8</b>
<b>List of Abbreviations &amp; Acronyms</b> .....	<b>9</b>
 <b>PART A: OUR MANDATE</b> .....	 <b>14</b>
<b>1 Constitutional mandate</b> .....	<b>14</b>
<b>2 Legislative and policy mandates</b> .....	<b>14</b>
2.1 National legislative mandates .....	14
2.2 Provincial legislative mandates .....	15
2.3 Global policy context .....	16
2.4 National policy context .....	16
2.4.1 Overarching Policy Environment .....	16
2.4.2 Leading Economic Policy .....	17
2.5 Provincial Policy Context .....	18
<b>3 Institutional Policies and Strategies over the five-year planning period</b> .....	<b>19</b>
3.1 Policies .....	19
3.1.1 Western Cape Growth for Jobs Strategy .....	19
3.1.2 Overview of the MTDP 2024-2029 .....	20
3.1.3 Western Cape Provincial Spatial Development Framework .....	24
3.1.4 Western Cape Infrastructure Framework .....	24
3.1.5 West Coast District: Joint District and Metro Approach Plan .....	24
3.1.6 Saldanha Bay Municipality 5 <sup>th</sup> Generation Integrated Development Plan .....	25
3.1.7 Saldanha Bay Municipality Spatial Development Framework .....	25
3.2 Strategies .....	26
3.2.1 DTIC SEZ Strategic Framework 2020-2030: Draft .....	26
3.2.2 Saldanha Bay Municipality Local Economic Development Strategy .....	27
<b>4 Relevant Court Rulings</b> .....	<b>27</b>

## **PART B: OUR STRATEGIC FOCUS ..... 30**

<b>1 Vision</b> .....	<b>30</b>
<b>2 Mission</b> .....	<b>30</b>
<b>3 Values</b> .....	<b>30</b>
<b>4 Situational Analysis</b> .....	<b>31</b>
4.1 Performance Delivery Environment .....	31
4.1.1 Local Environment Analysis .....	31
4.1.2 Market Environment Analysis .....	46
4.1.3 Accounting Authority .....	56
4.1.4 Human Resources .....	56
4.1.5 Information Communication and Technology .....	57
4.1.6 Financial Resources .....	57
4.2 Strategic Priorities .....	59
4.2.1 Policy and Priority Alignment .....	60
4.2.2 External Enablers .....	63
4.2.3 Internal Enablers .....	64
4.2.4 Assumptions and Dependencies .....	65

## **PART C: MEASURING OUR PERFORMANCE ..... 68**

<b>1 Institutional Performance Information</b> .....	<b>68</b>
1.1 Impact .....	68
1.2 Overall for the Company .....	68
1.2.1 Outcomes, Outputs, Performance Indicators and Targets .....	68
1.3 Programme 1: Administration .....	69
1.3.1 Purpose .....	69
1.3.2 Programme Structure .....	69
1.3.3 Funding .....	69
1.3.4 Stakeholder Management and Marketing .....	70
1.3.5 Board and Governance .....	71
1.3.6 Outcomes, Outputs, Performance Indicators and Targets .....	76
1.4 Programme 2: Operations .....	79
1.4.1 Purpose .....	79
1.4.2 Programme Structure .....	79
1.4.3 Outcomes, Outputs, Performance Indicators and Targets .....	85
<b>2 Risk Management</b> .....	<b>87</b>
2.1 Top Strategic Risks .....	87
2.2 Top Tactical Risks .....	89
2.3 Top Implementation Risks .....	90
2.4 Key Overall Risk Areas .....	91



<b>PART D: TECHNICAL INDICATOR DESCRIPTIONS</b>	<b>94</b>
<b>1 Overall for the Company</b>	<b>94</b>
<b>2 Programme 1: Administration</b>	<b>96</b>
<b>3 Programme 2: Operations</b>	<b>107</b>

## LIST OF TABLES

Table 1: High Level Recommendations for a Comprehensive Energy Hub in the Freeport, 2022	50
Table 2: High Level Market Potential for Maritime Manufacturing and Services, 2022	53
Table 3: Freeport Saldanha Operations into Key Activities	55
Table 4: Medium-term Company Budget Summary	58
Table 5: Medium-term Programme 1: Administration Budget Summary	58
Table 6: Medium-term Programme 2: Operations Budget Summary	59
Table 7: Company Medium-term Outcome and Targets	68
Table 8: Company Medium-term Indicators, Annual and Quarterly Targets 2025/26	69
Table 9: Programme 1: Administration Medium-term Outcome and Target	76
Table 10: Programme 1: Administration Medium-term Indicators, Annual & Quarterly Targets 2025/26	77
Table 11: Summary of Provincial Payments & Estimates by Economic Classification	78
Table 12: Summary of Provincial Payments & Estimates by Economic Classification – Administration	79
Table 13: Forecasted Infrastructure Projects	84
Table 14: Programme 2: Operations Medium-term Outcome and Targets	85
Table 15: Programme 2: Operations Medium-term Indicators, Annual and Quarterly Targets	86
Table 16: Summary of Provincial Payments & Estimates by Economic Classification – Operations	86
Table 17: Top Strategic Risks	87
Table 18: Top Tactical Risks	89
Table 19: Top Implementation Risks	90

## LIST OF FIGURES

Figure 1: Key Pillars of the Growth for Jobs Strategic Framework .....	19
Figure 2: Priority Focus Areas .....	20
Figure 3: Overview of Provincial Strategic Plan 2025-2030 .....	21
Figure 4: DTIC SEZ Industrial Ecosystem, 2020-2030 .....	26
Figure 5: Overview of the Global and National Economy .....	32
Figure 6: Inflation Rates for Selected Countries, April 2019 – April 2023 .....	33
Figure 7: Cumulative GDP Growth per Sector and South Africa's Growth, 2012 – 2022 .....	34
Figure 8: Cumulative GDP Growth & Contribution to Growth per Sector in South Africa, 2014 – 2023 .....	34
Figure 9: Western Cape Cumulative GDP and Annual Growth Rate, 2014 – 2023 .....	35
Figure 10: GDP Growth & Contribution of Growth Forecast per Sector in the Western Cape, 2023 – 2024 ...	36
Figure 11: West Coast District: Municipal GDPR and Employment Contributions .....	38
Figure 12: West Coast District: GDPR, Employment Growth and Unemployment Rate 2013 - 2023 .....	39
Figure 13: West Coast District: GDPR Forecast per Sector (%) 2012 - 2026f .....	40
Figure 14: West Coast District Employment Profile 2022 - 2023 .....	41
Figure 15: West Coast District: Municipal Contributions to GDPR & Employment Growth 2022 - 2023 .....	41
Figure 16: Contribution of Saldanha Bay to the West Coast District Economy, 2023 .....	43
Figure 17: GDPR Performance Per Sector, Saldanha Bay, 2022-2023 .....	44
Figure 18: Top 10 Occupations by Number of Full Time Equivalent Jobs, Saldanha Bay, 2023 .....	45
Figure 19: Sectoral Contribution to GDPR Growth, Saldanha Bay, 2023 .....	46
Figure 20: Themes and Issues for a Freeport and Port Interface .....	48
Figure 21: Company Organogram .....	57
Figure 22: 2025 - 2030 Business Framework .....	60
Figure 23: Revised Business Goals in Balanced Scorecard .....	60
Figure 24: Freeport Saldanha Alignment to G4J PFAs .....	63
Figure 25: Company Funding Model .....	70
Figure 26: Freeport Saldanha Integrated Stakeholder Management Approach .....	71
Figure 27: Investment Facilitation Support Model .....	80
Figure 28: OSS Services .....	81
Figure 29: Western Cape GH <sub>2</sub> Strategy and Roadmap .....	82
Figure 30: Private-Sector-Driven Opportunities in South Africa .....	82
Figure 31: Key Overall Risk Areas .....	91

# EXECUTIVE AUTHORITY STATEMENT

**As an enabler of the Western Cape Government's goal to promote sustainable economic growth and job creation, the Saldanha Bay IDZ (trading as Freeport Saldanha), is committed to its mission to facilitate investment into the zone.**

Despite the challenges brought about by tough economic conditions in the aftermath of the Covid-19 pandemic, Freeport Saldanha remains determined to fulfil its mandate of creating shared prosperity for the Saldanha Bay region through private-sector-led investment.

In cognizance of the Growth for Jobs strategy, the Freeport Saldanha is bound to deliver and has firmly incorporated the goals into its business units.

Freeport Saldanha has been identified to become a green hydrogen hub and there are a number of factors acting in favour of this ambition. Apart from its renewable energy potential and geographical location – amongst others – the proximity of the adjacent deep-water Port of Saldanha increases the attractiveness of the green hydrogen opportunity exponentially.

However, financial self-sustainability remains a challenge and to this end Freeport Saldanha has developed a robust recovery plan to turn the business around. The roll-out is in full swing and it is anticipated that successful implementation thereof will result in stable operations through cost containment and investment attraction.

In order to achieve its ambitious goals, it is imperative to not only involve, but also to collaborate with key stakeholders in both the public and private sectors. The Growth for Jobs strategy is underpinned by private-sector-led growth and Freeport Saldanha offers a prime opportunity to attract investment, and facilitate economic growth, creating jobs as well as promoting the development of a decarbonised future through establishing itself as a green hydrogen hub.

Freeport Saldanha has my full support in its endeavour to turn the business around and put it firmly on its course towards recovery and achieving financial sustainability.



**Minister Ivan Meyer**  
**Minister of Agriculture,**  
**Economic Development and Tourism**  
**Western Cape Government**



# ACCOUNTING AUTHORITY STATEMENT

**The Saldanha Bay IDZ Licensing Company SOC Ltd (trading as 'Freeport Saldanha') has continued to position itself as a key enabler of industrialisation, economic growth, and transformation within the Special Economic Zone (SEZ) framework.**

However, despite achieving several key milestones that have solidified the Zone's foundation and future prospects, which has positioned the Zone as a hub for investment and business growth, the Company has yet to achieve its apex priority of commercial sustainability. Furthermore, Concerns raised by the Western Cape Government (WCG) and Minister Ivan Meyer, in his capacity as shareholder representative, highlighted an overly complex structure, excessive office space, and activities beyond the core mandate of the Zone. This has led to funding constraints and limited shareholder support. As such it became clear that Freeport Saldanha required an operational realignment to enhance productivity and performance.

With WCG's support, the Company was tasked during the 2024/25 financial year with drafting a recovery plan focused on cost-cutting, organisational realignment, attracting investors, streamlining operations, and optimising office space while maintaining its core Special Economic Zone (SEZ) mandate. Furthermore, the Company must explore alternative shareholding and revenue generation to ensure long-term sustainability and competitiveness.

The recovery plan focuses on three streams. The first stream of the recovery plan focuses on operational stability and efficiency, ensuring governance and leadership structures are reinforced. This includes filling critical board and executive vacancies, such as appointing a permanent CEO and key project engineers,

by early 2025. The plan also streamlines the organisation by discontinuing non-core programs like skills development and contractor support, transitioning them to external stakeholders such as CHIETA, DEDAT, and Saldanha Bay Municipality. Additionally, work arrangements are being consolidated, with all operations moving to Saldanha, and structural realignments—such as dissolving the COO position and restructuring business development functions—are being finalised to improve efficiency and focus.

The second stream centres on cost-saving measures, particularly in office space consolidation and operational expenditure reductions. Freeport Saldanha is exiting multiple office leases, with staff relocating to government-provided spaces. A hiring freeze, elimination of salary increases and incentives, and Section 189 retrenchments are being implemented to cut costs. Further savings are achieved through procurement efficiencies, reduced travel expenses, and a 30% property tariff rebate secured from the municipality. These efforts aim to create a leaner, financially sustainable operation.

The third stream focuses on revenue enhancement and investment attraction. This includes exploring private sector participation through the sale of development rights, potential equity transactions with entities like the IDC, and securing funding from development banks. Investment attraction efforts are being intensified with a revised stakeholder engagement plan, expanded sectoral focus, and targeted investor outreach. The company is also working with national and provincial government partners to secure strategic investment projects, with top investor engagements already yielding progress. Through these initiatives, Freeport Saldanha aims to achieve commercial sustainability and position itself as a key driver of regional economic growth.

With the support of its programme partners, Freeport Saldanha has already completed 41% of the action plan items as set out in the recovery plan. The Company's focus during the 2025/26 year will be on implementing the remainder of the recovery plan to accelerate commercialisation efforts, attract and operationalise strategic investments and position the Zone as a catalyst for economic growth in the West Coast and Western Cape.

The process of organisational realignment will also allow the company to pursue the following key strategic focus areas:

- Advancing negotiations with Transnet National Ports Authority (TNPA) to establish equitable leasing arrangements and a shared risk-reward framework for the Port precinct to enhance investment facilitation.
- Strengthening collaboration with Infrastructure SA and the Industrial Development Corporation (IDC) to develop a private sector-financed and operated solution for critical port infrastructure development.
- Positioning Freeport Saldanha as a central hub in South Africa's green hydrogen economy, leveraging its strategic location and existing infrastructure to attract investments in green hydrogen production and related industries.
- Enhancing engagement with key stakeholders, including the Western Cape Government, the Department of Trade, Industry and Competition (DTIC), and the Saldanha Bay Municipality, to ensure alignment on intergovernmental matters and long-term economic planning.

The 2025/26 Corporate Plan reflects Freeport Saldanha's unwavering commitment to driving economic growth, embracing change and creating a resilient business environment that supports the goals of the Western Cape's Growth For Jobs (G4J) Strategy. The successful implementation of this plan will require the collective efforts of all stakeholders, and we extend our gratitude to our partners and investors for their continued support.

As we move forward, we reaffirm our commitment to the effective implementation of this Corporate Plan with diligence, accountability, and innovation. While challenges remain, we are confident that through strategic execution and strong partnerships, Freeport Saldanha will drive sustainable industrial development and make a lasting impact on the region and beyond.



**Mr Xola Sithole**  
**Interim Chief Executive Officer**  
**Accounting Officer**

# OFFICIAL SIGN-OFF

**It is hereby certified that this Corporate Plan:**

- Was developed by the management of Saldanha Bay Industrial Development Zone Licencing Company SOC Ltd t/a Freeport Saldanha, under the guidance of the Board and Shareholder Representative, Minister Ivan Meyer, Minister of Agriculture, Economic Development and Tourism.
- Considers all the relevant policies, legislation and other mandates for which Freeport Saldanha is responsible.
- Accurately reflects the outcomes and outputs which Freeport Saldanha will endeavour to achieve, given the resources made available over the period 2025/26.

**Mr Herman Boneschans**

**Chief Financial Officer**



Signature

**Mr Xola Sithole**

**Interim Chief Executive Officer**

**Accounting Officer**



Signature

**Ms Stieneke Jensma**

**Accounting Authority**



Signature

**Minister Ivan Meyer**

**Executive Authority**



Signature



# LIST OF ABBREVIATIONS & ACRONYMS

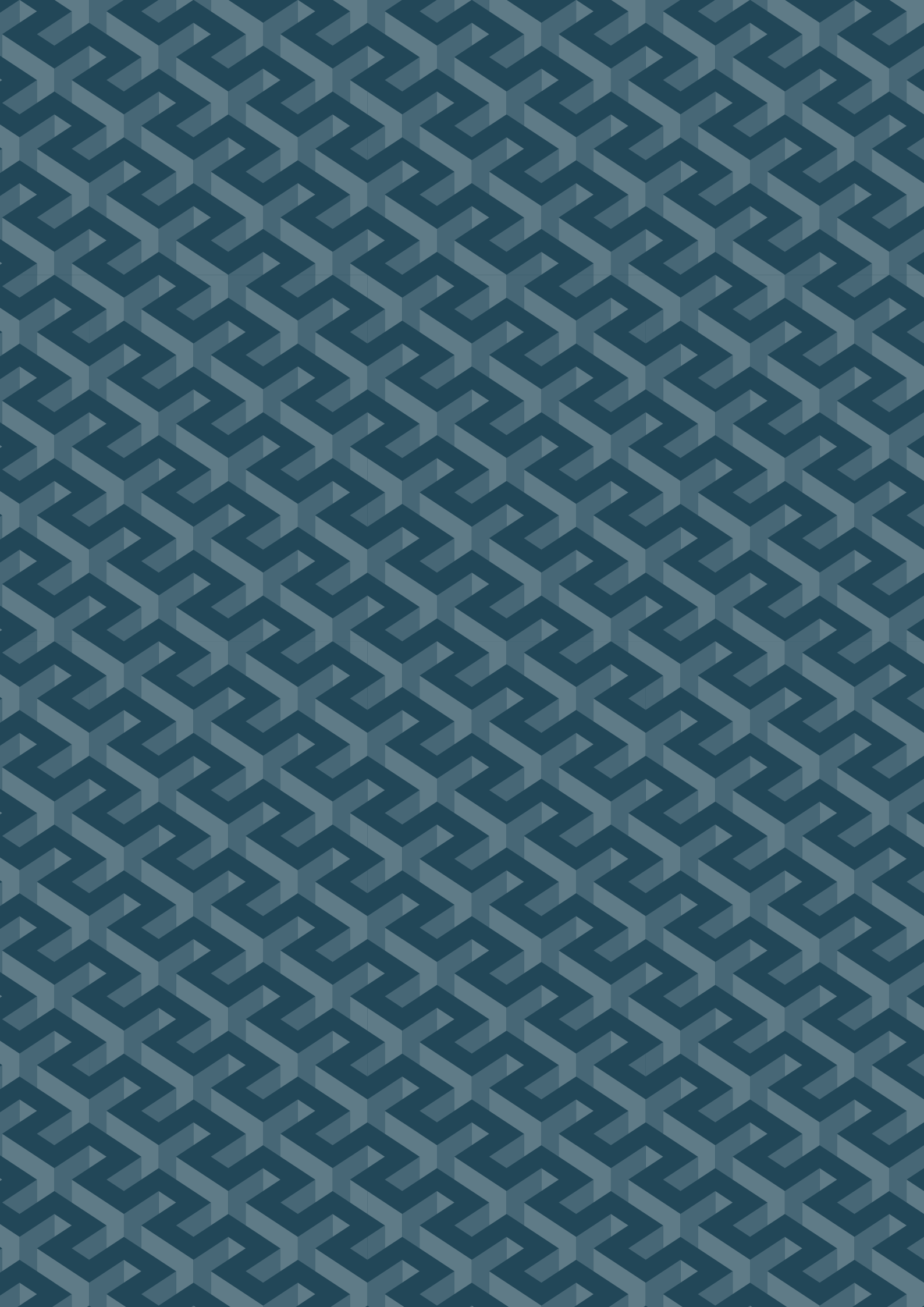
AGSA	Auditor-General of South Africa
CCA	Customs Control Area
CCRS	Climate Change Response Strategy
CHIETA	Chemical Industries Education and Training Authority
COGTA	Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
DEA&DP	Department of Environmental Affairs and Development Planning
DEDAT	Department of Economic Development and Tourism
DDM	District Development Model
DFFE	Department of Forestry, Fishing and Environment
DLG	Department of Local Government
DOE	Department of Energy
DST	Department of Science and Technology
DTIC	Department of Trade Industry and Competition
EIA	Environmental Impact Assessment
EIR	Environmental Impact Report
ERRP	Economic Reconstruction and Recovery Plan
EoDB	Ease of Doing Business
ESSA	Employment Services System of South Africa
GCIS	Government Communication and Information System
GDP	Gross Domestic Product
GH <sub>2</sub>	Green Hydrogen
GHG	Greenhouse Gas
IDC	Industrial Development Corporation
IDP	Industrial Development Plan
IDZ	Industrial Development Zone
IGP	Infrastructure and Growth Plan
IUDF	Integrated Urban Development Framework
JDMA	Joint District and Metro Approach
JET IP	Just Energy Transition Investment Plan
JETP	Just Energy Transition Partnership
KPI	Key Performance Indicator

MDA	Manufacturing Development Act
MEC	Member of Executive Council
MERP	Municipal Economic Recovery Plan
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training Authority
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NDA	Non-Disclosure Agreement
NIP	National Infrastructure Plan
O&G	Oil & Gas
OSSB	Offshore Supply Base
PASA	Petroleum Agency South Africa
PFMA	Public Finance Management Act
PICC	Presidential Infrastructure Coordinating Commission
PT	Provincial Treasury
RoFR	Right of First Refusal
SAOGA	South African Oil and Gas Alliance
SAPS	South African Police Service
SARS	South African Revenue Services
SBIDZ	Saldanha Bay Industrial Development Zone
SBM	Saldanha Bay Municipality
SCM	Supply Chain Management
SDF	Spatial Development Framework
SEZ	Special Economic Zone
SOC	State Owned Company
TCP	Transnet Capital Projects
TETA	Transport Education and Training Authority
TNPA	Transnet National Ports Authority
TPT	Transnet Ports Terminal
UNCTAD	United Nations Conference on Trade and Development
WCDM	West Coast District Municipality
WCG	Western Cape Government









**OUR MANDATE**

**A**

# PART A: OUR MANDATE



## 1 Constitutional mandate

Constitution of the Republic of South Africa, 1996; Constitution of the Western Cape, 1997

**The Saldanha Bay Industrial Development Zone (SBIDZ) is linked to both the Constitution of the Republic of South Africa, 1996 and the Constitution of the Western Cape, 1997. In terms of Schedule 4 of the Constitution of the Republic of South Africa “industrial promotion” is a functional area of concurrent national and provincial legislative competence. The SBIDZ is a component of the “industrial promotion” functional area.**

Section 81 of the Constitution of the Western Cape, 1997 provides that the Western Cape Government must adopt and implement policies to actively promote and maintain the welfare of the people of the Western Cape, including policies aimed at achieving the creation of job opportunities and the promotion of a market-orientated economy. The SBIDZ fulfils the purpose of a Special Economic Zone within the greater Saldanha Bay area and ensures compliance with the Constitution of the Western Cape by continuing to catalyse growth and development through the provision of an enabling, inclusive environment and to fully operationalise and become commercially sustainable.

## 2 Legislative and policy mandates

### 2.1 National legislative mandates

Special Economic Zones Act, 2014  
(Act 16 of 2014)

**The purpose of the Special Economic Zones Act, 2014 (Act 16 of 2014) (SEZ Act) is to provide for the designation, promotion, development, operation and management of Special Economic Zones, which includes the establishment of entities like provincial government business enterprises of which the Saldanha Bay IDZ Licencing Company SOC Ltd (Freeport Saldanha) is one to manage the SEZ. The SEZ Act also provides for the functions of Special Economic Zone operators.**

In terms of the SEZ Act, the SBIDZ is an economic development tool to promote national economic growth and export by using support measures in order to attract targeted foreign and domestic investments and technology. The purpose of the SBIDZ includes—

- attracting foreign and domestic direct investment;
- providing the location for the establishment of targeted investments.
- taking advantage of existing industrial and technological capacity, promoting integration with local industry and increasing value-added production.
- promoting regional development.
- creating decent work and other economic and social benefits in the region in which it is located, including the broadening of economic participation by promoting small, micro and medium enterprises and cooperatives; and
- promoting skills and technology transfer and the generation of new and innovative economic activities.



The SBIDZ, as per its designation initially sought, is intended to be an oil and gas and marine repair engineering and logistics services complex, serving the needs of the upstream exploration and production service companies operating in the oil and gas fields in Sub-Saharan Africa. The SBIDZ will include logistics, repairs and maintenance, as well as fabrication activities. The IDZ designation also affords Freeport Saldanha the ability to offer a contiguous customs-free area. Freeport Saldanha is the implementing vehicle of the SBIDZ and is responsible for the provision of infrastructure, promotion, management and marketing of the IDZ.

Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003), as amended by the Broad-Based Black Economic Empowerment Amendment Act, 2013 (Act 46 of 2013)

The Broad-Based Black Economic Empowerment Act, 2003 (Act 53 of 2003) (B-BBEE Act) establishes the legislative framework for the promotion of black economic empowerment. Freeport Saldanha's mandate is to promote sustainable economic growth and job creation within the broader Saldanha Bay Municipality (SBM). Freeport Saldanha has embraced the principles and objectives as set out in the B-BBEE Act, the B-BBEE Regulations and Codes of Good Practice through the implementation of various enterprise, skills and supplier development interventions/programs.

The regulatory framework for the Industrial Development Zone programme is furthermore enhanced by the following legislation:

- Relevant provisions of the Income Tax Act, 1962 (Act 58 of 1962).
- Section 21A of the Customs and Excise Act, 1964 (Act 91 of 1964).
- Relevant provisions of the Value Added Tax Act, 1991 (Act 89 of 1991).
- Relevant provisions of the Customs Duty Act, 2014 (Act 30 of 2014).
- Relevant provisions of the Customs Control Act, 2014 (Act 31 of 2014).
- Report No. 14 promulgated by the International Trade Administration Commission in accordance with the Customs and Excise Act.
- Employment Tax Incentive Act, 2013 (Act 26 of 2013).

## 2.2 Provincial legislative mandates

Saldanha Bay Industrial Development Zone Licencing Company Act, 2016 (Act 1 of 2016)

**In 2016 the Provincial Parliament of the Western Cape passed the Saldanha Bay Industrial Development Zone Licencing Company Act, 2016 (Act 1 of 2016). The Act regulates the operation of Freeport Saldanha and provides for the objects, functions, and governance of the Company. In terms of the Act, the objects of the Company are to establish and fulfil the purpose of a SEZ within the greater Saldanha Bay area, including, but not limited to—**

- (a) promoting, managing and marketing the SBIDZ;
- (b) providing internal infrastructure in the SBIDZ area;
- (c) facilitating the ease of doing business in the SBIDZ area; and
- (d) acquiring and leasing land incidental to the Company's business.

Western Cape Investment and Trade Promotion Agency Law, 1996 (Act 3 of 1996) as amended by the Western Cape Investment and Trade Promotion Agency Amendment Act, 2013 (Act 6 of 2013)

Wesgro was established to promote and support economic growth and related activity within the Western Cape Province, thus facilitating job creation by creating and keeping more businesses in the Western Cape as well as helping local companies to export to the rest of the African continent and the world. In line with the national InvestSA Initiative, the Department of Economic Development and Tourism through its trade and promotion agency Wesgro has established the Cape Investor Centre. In light of the sector specific competencies of Wesgro and Freeport Saldanha, and both parties' desire to be a contributing agency in providing services to the Cape Investor Centre, Wesgro and Freeport Saldanha have agreed to collaborate and cooperate with each other in providing services at the Cape Investor Centre for the purpose of creating an enabling investor environment.

## 2.3 Global policy context

**Freeport Saldanha is committed to responsible and inclusive growth while ensuring the long-term viability of the zone's activities. Thus, the Company is linked to Global policies and strategic imperatives such as:**

- The United Nations Sustainable Development Goals (SDGs) and the;
- Paris Agreement on Climate Change.

**The Company, through its activities and plans can closely be linked to achieving the outcomes of the following SDGs:**

- **SDG 7: Affordable and Clean Energy**

Over the past year the Company has made strides in positioning the Zone as a potential Green Hydrogen (GH<sub>2</sub>) hub. The Company has also supported and participated in research and development initiatives focused on advancing clean energy / environmentally friendly technologies in the maritime and energy sectors.

- **SDG 8: Decent Work and Economic Growth**

In terms of the SEZ Act, the Zone is an economic development tool to promote national economic growth and export by using support measures in order to attract targeted foreign and domestic investments and technology that leads to the creation of decent work opportunities and other economic and social benefits.

- **SDG 9: Industry, Innovation, and Infrastructure**

Much of the Company's work is centred around acting as a catalyst to expand the industrial potential of the Port of Saldanha by agitating for and supporting the development and upgrade of marine infrastructure that will unlock South Africa's latent potential in the maritime industry. In addition, the Company has established the Saldanha Bay Innovation Campus which seeks to develop and establish clusters driving research, development and innovation within the energy and maritime industries.

- **SDG 13: Climate Action**

Increasingly, owing to changes in market dynamics and increased global requirements to reduce the carbon footprint of economic activity, the Company has supported research and development activities that are aimed at decreasing the carbon footprint of maritime and energy operations.

As reflected above, Freeport Saldanha is aligned to the principles of the Paris Agreement on Climate Change. This alignment not only demonstrates environmental responsibility but also positions the SEZ for long-term resilience and competitiveness in a low-carbon future.

## 2.4 National policy context

**In addition to the legislative mandates, Freeport Saldanha is linked to broader national strategies and policies, including:**

- The Reimagined Industrial Policy and Strategy (RIS);
- The South African Economic Reconstruction and Recovery Plan;
- The National Infrastructure Plan 2050 (Phase 1 and Phase 2 [draft]);
- The Presidential Infrastructure Coordinating Commission (PICC) Rollout Programme;
- The Industrial Policy Action Plan;
- Operation Phakisa Oceans Economy; and
- The Comprehensive Maritime Transport Policy (CMTP)

### 2.4.1 Overarching Policy Environment

#### Reimagined Industrial Policy and Strategy

The Industrial Policy and Strategy Review maps the measures and action of the South African government over the past five years under the Reimagined Industrial Strategy laid out by President Ramaphosa; reflecting further on the evolution of policy actions during democratic period from 1994.

The policy and strategy review as an embodiment of the new approach to industrial policy and SEZ implementation has been adopted by Government as part of the Reimagined Industrial Strategy. Industrial policy during this period has been characterised by increased collaboration and

partnership with social partners. The document outlines key aspects of a future agenda and sources of growth in the South African economy.

Growth will be catalysed through high infrastructure investment of at least half a trillion rand a year, drawing on public and private investment; productive sector investment aligned to securing commitments of R2 trillion over 5 years; green industrialisation to refocus sources of energy, green component manufacturing and greener industrial and consumer products; and a pivot to an African-led growth drive off the back of the African Continental Free Trade Area (AfCFTA).

Six priorities are identified, namely deeper economic and other policy coordination, better alignment at institutional level, addressing energy security, strengthening skills development in a number of identified areas, developing the capacity to respond to a changing global and technological environment, improved policy innovation; and scaling up actions that have proven successful such as the sector masterplans. The review proposes that industrial policy is integrated into a broader economic policy synchronised with other policies such as foreign policy initiatives and education and skills development strategies and to establish an Industrial Policy Coordination Council, chaired by the President, which will enable an all-of-government focus on growing the industrial sectors, enabling a shift up the industrial value-chain and help create jobs in South Africa.

## 2.4.2 Leading Economic Policy

### The South African Economic Reconstruction and Recovery Plan

On 15 October 2020 President Ramaphosa tabled the Economic Reconstruction and Recovery Plan (ERRP) at a joint sitting of Parliament. The ERRP is the culmination of work between government, business, labour and the community at the National Economic Development and Labour Council (NEDLAC) and includes key commitments from each stakeholder to achieve its objectives.

#### The Plan includes measures to:

- Achieve sufficient, secure and reliable energy supply within two years.
- Create mass employment.
- Increase infrastructure investment.
- Reduce data costs.
- Increased localisation for reindustrialisation and growth.

### The National Infrastructure Plan 2050 (Phase 1 and Phase 2)

Infrastructure development is critical to attaining South Africa's long-term economic and social goals. The National Infrastructure Plan (NIP) 2050 will ensure that the foundations for achieving the NDP vision for inclusive growth are supported. The NIP 2050 offers a strategic vision and plan that links top NDP objectives to actionable steps and intermediate outcomes. The aim is to promote dynamism in infrastructure delivery and address institutional blockages and weaknesses that hinder success over the longer term. Additionally, the NIP 2050 will guide the way to building stronger institutions that can deliver on infrastructure related aspirations of the NDP.

During August 2021, the Department of Public Works and Infrastructure (DPWI) gazetted the draft NIP 2050 phase 1 for public comment. The NIP 2050 phase 1 was prepared by Infrastructure South Africa (ISA) team over a period of six months working closely with sector specialists and other stakeholders. Subsequently, the National Infrastructure Plan 2050 (NIP 2050) Phase 1, published on 11 March 2022 for implementation, details the South African Government's broad vision for infrastructure development in the country. The NIP 2050 seeks to create a foundation to give effect to the National Development Plan, setting out actionable steps and intermediate outcomes intended to lead to inclusive growth and promote job-creation and transformation in South Africa. This first phase of NIP 2050 focuses on four strategic sectors: energy, water, digital infrastructure, and freight transport.

The NIP 2050 Phase 2 was gazetted for public comment on 21 October 2022. The NIP 2050 Phase 2 attempts to offer a strategic vision and plan to deliver high-priority distributed infrastructure networks by 2050. It focuses on distributed infrastructure that links more closely to businesses and communities. Building on the bulk infrastructure sectors prioritised in NIP 2050 Phase 1, this iteration also offers a strategic vision and plan that links NDP objectives to practical steps and intermediate outcomes. To this end, the NIP 2050 Phase 2 focuses mainly on six (6) distributed infrastructure sectors which are: Human Settlements, Municipal trading services, Passenger transport, Road Infrastructure and social infrastructure related to Education and Health.

## Comprehensive Maritime Transport Policy (CMTP)

The adoption of the Comprehensive Maritime Transport Policy (CMTP) by Cabinet on 10 May 2017 created a historic opportunity to invigorate the maritime transport sector. The CMTP Implementation Plan 2030 was subsequently developed and is the preferred path to maritime sector transformation and development as envisaged by the CMTP. One of the aims of the CMTP Implementation Plan 2030 is to establish the fundamental pillars on which to base the implementation of the CMTP culminating in South Africa becoming an International Maritime Centre by 2030.

In April 2022, Freeport Saldanha participated in the 2022 Hybrid Mid-term Maritime Policy Conference which was hosted by the National Department of Transport (DoT). The Conference took place five years after the adoption by the Cabinet of the Comprehensive Maritime Transport Plan (CMTP) and sought to review progress on the implementation of the CMTP. At the conference, delegates agreed that the full value of the CMTP is yet to be realised. It is with this in mind and in effort to accelerate

the implementation of the CMTP, that the DOT has established six (6) industry championed maritime task forces. Freeport Saldanha's strategy and work align closely with the CMTP's key strategic objectives and as such the Company has continued to be a valued and active stakeholder in the DoT's efforts to accelerate the implementation of the CMTP by nominating representatives to serve on and participate in the work of the CMTP maritime task forces.

## New Growth Path (NGP)

The core drive of the New Growth Path (NGP) is the creation of employment in order to combat poverty and inequality in an inclusive economy and of the four areas of "drivers", with the "Jobs Drivers" being number one. Similar to the NDP, infrastructure is highlighted as a key priority. The NGP also refers to the sectors prioritised in the Industrial Policy Action Plan.

## 2.5 Provincial Policy Context

In addition, by virtue of the Provincial Department of Economic Development and Tourism being the overseeing governing body, Freeport Saldanha is linked to broader provincial strategies and policies, including the Western Cape Provincial Strategic Plan (PSP), the Western Cape Recovery Plan, the Western Cape Provincial Spatial Development Framework (PSDF) and the Western Cape Infrastructure Framework (WCIF). These provincial strategies and policies are further expanded upon under point 3.

Specifically, the SBIDZ falls under **Provincial Strategic Goal VIP2**, focussing on exports, employment, and GDP, as per the recently concluded Western Cape Government Provincial Strategic Plan (PSP) 2019 – 2024. The SBIDZ also aligns with the Saldanha Bay Municipality Local Economic Development Strategy and the Growth Potential Study of Towns (GPS) -2014.3.2.

## 3 Institutional Policies and Strategies over the five-year planning period

### 3.1 Policies

#### 3.1.1 Western Cape Growth for Jobs Strategy<sup>1</sup>

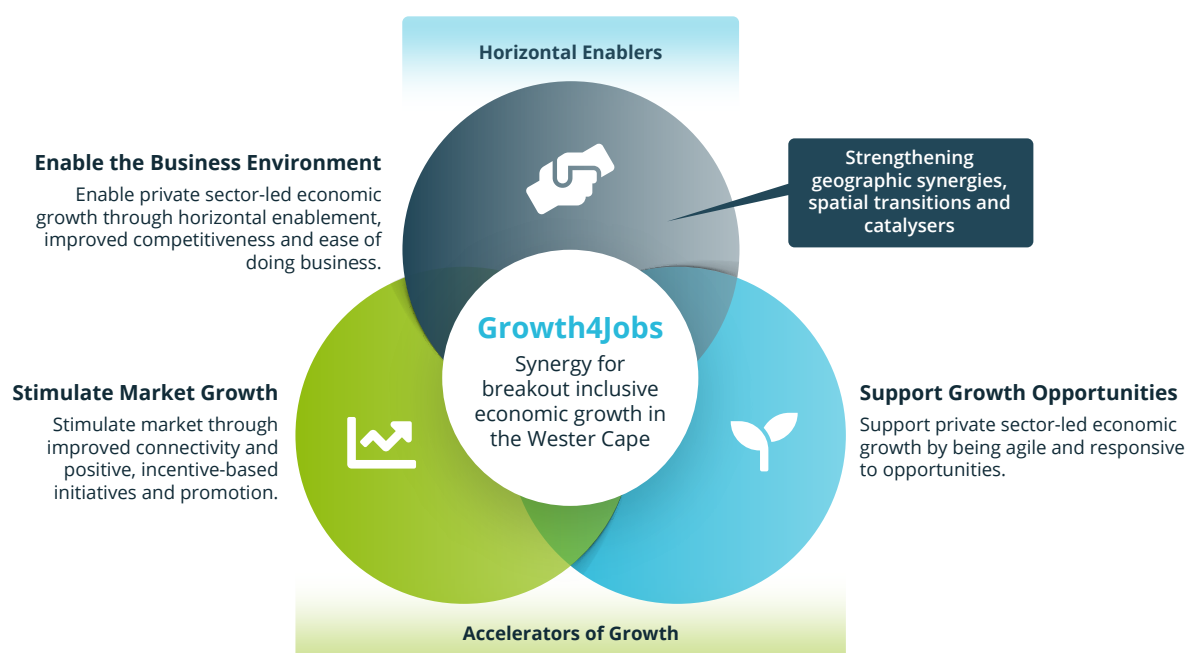
The Growth for Jobs (G4J) Strategy for the Western Cape is premised on a recognition that the private sector creates jobs, and that the State needs to stimulate market growth and create an enabling environment in which people and businesses are enabled to create and exploit opportunities. Taking into consideration South Africa's profound socio-political challenges, the development of the strategy has been based upon sound research and analysis, including a detailed growth diagnostic commissioned by the Western Cape Government (WCG).

The G4J strategy reflects a bold vision for the economy of the province that is *"A provincial economy that achieves break-out economic growth, resulting in sufficient employment and opportunity and an economy that is sustainable, resilient, diverse and thriving – generating confidence, hope and prosperity for all."*

To achieve this, the WCG's goal is that by 2035, the Western Cape will be a R1 trillion inclusive economy, growing at between 4 and 6% per annum, which will stimulate sufficient employment and opportunity to improve lives. This will be achieved through enabling a competitive business environment in which growth is driven through businesses exploiting opportunities.

To guide the WCG in its approach towards achieving this vision and goal, the Strategy has also identified key pillars of growth as beacons to inform choices, decisions, and actions. These principles are depicted in figure 1 below:

**Figure 1: Key Pillars of the Growth for Jobs Strategic Framework**



Source: G4J Strategy

1 G4J Strategy



To achieve its vision, the G4J Strategy has identified seven (7) areas of the economy that are essential for growth that needs to be concentrated on. The

Growth for Jobs Strategy has identified seven of these priority focus areas (PFAs) for its first horizon as reflected in figure 2 below.

**Figure 2: Priority Focus Areas**



Source: G4J Strategic Framework

The Freeport Saldanha IDZ's alignment with and contribution to the G4J Strategy is evidenced by the Company's investment promotion mandate, the investment pipeline established, and infrastructure developed, where investments are already realised and in operation in the Zone.

The four strategic priorities of the Company, taken together, will create a conducive, enabling business environment in and around the zone, and will facilitate positive value-adding outcomes and impacts to the local and provincial economy and societies by focusing, amongst other things, on attracting direct investment, increasing employment and contributing to the Western Cape Province GDP through increasing value-added production and the generation of new and innovative economic activities specifically within the marine and energy industries.

### 3.1.2 Overview of the MTDP 2024-2029

The Medium-Term Development Plan (MTDP) 2024-2029 serves as the five-year strategic plan for South Africa's 7th Administration under the Government of National Unity (GNU), formed following the 29 May 2024 general elections. It acts as the implementation framework for the National Development Plan (NDP): Vision 2030, aligning with its goals while emphasising development outcomes and economic growth.

The MTDP replaces the Medium-Term Strategic Framework (MTSF) and is designed to focus on fewer, high-impact interventions to drive measurable results. It was approved by Cabinet Lekgotla on 29 January 2025 and is structured around three core strategic priorities:

- Inclusive growth & job creation (Apex priority) – driving economic interventions across all spheres of government.
- Reducing poverty & tackling the high cost of living – ensuring social protection and economic inclusion.
- Building a capable, ethical & developmental state – enhancing governance, law and order, and enabling infrastructure.

The WCG aligns its strategies with the MTDP's priorities while maintaining its own provincial mandates through the Provincial Strategic Plan (PSP) and the Provincial Strategic Implementation Plan (PSIP).

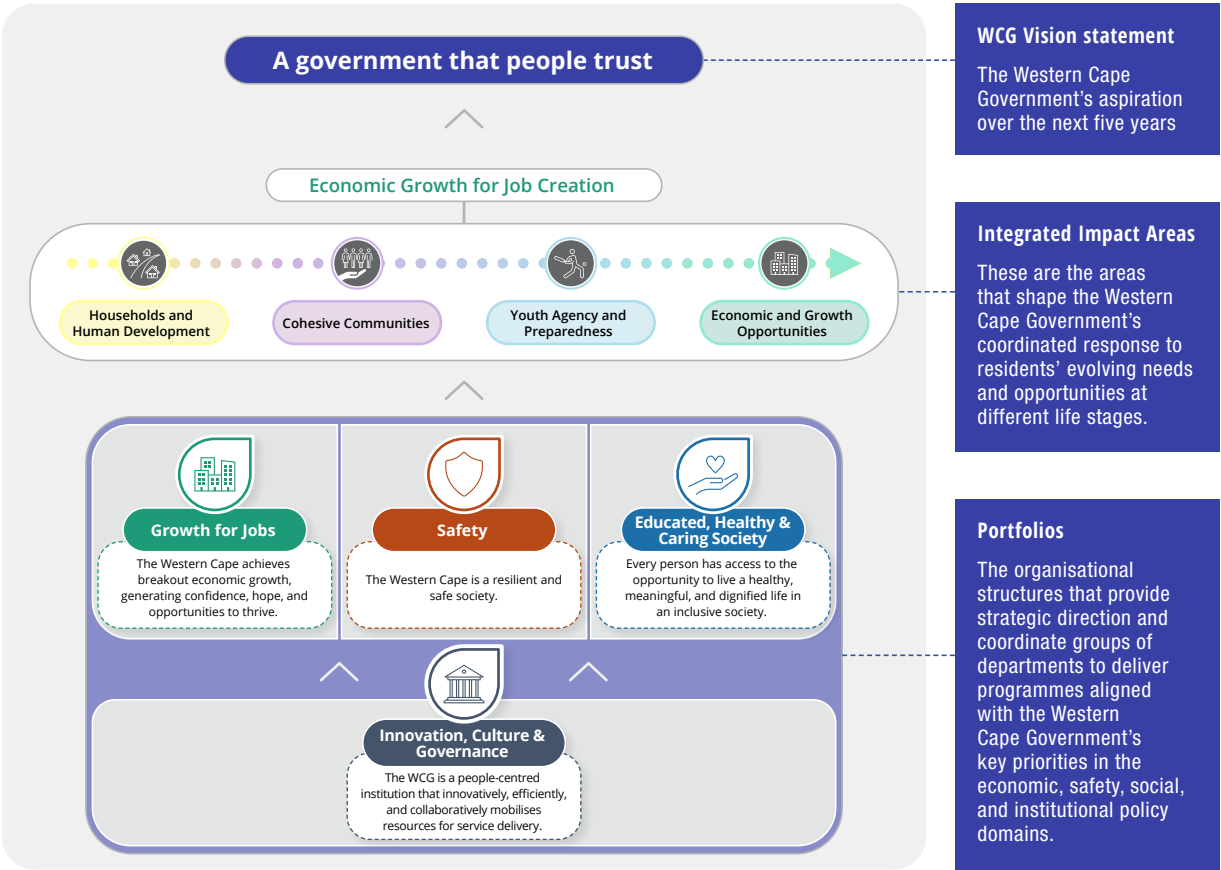
- **Economic Growth & Job Creation:** WCG will contribute through provincial economic policies, investment attraction, skills development, and infrastructure projects that support the national focus on inclusive growth.
- **Poverty Reduction & Social Interventions:** WCG's social development programs, health initiatives, and education reforms will align with the national emphasis on lowering the cost of living.

- **Building a Capable State:** The WCG's governance innovation, service delivery efficiency, and regulatory frameworks will support the national goal of strengthening institutional capacity and ethical leadership.

**Provincial Strategic Plan 2025-2030**

The Provincial Strategic Plan (PSP) 2025-2030 sets out the Western Cape Government's (WCG) strategic priorities and goals for the next five years. It provides overarching direction for government action, focusing on people-centred outcomes that drive meaningful change for residents.

**Figure 3: Overview of Provincial Strategic Plan 2025-2030**



### Provincial Portfolios

The implementation of the PSP is driven by four Provincial portfolios. The portfolios are clusters of Departments that provide strategic direction and coordinate efforts to implement programmes aligned with the Western Cape Government's key priorities. These priorities span economic, safety,

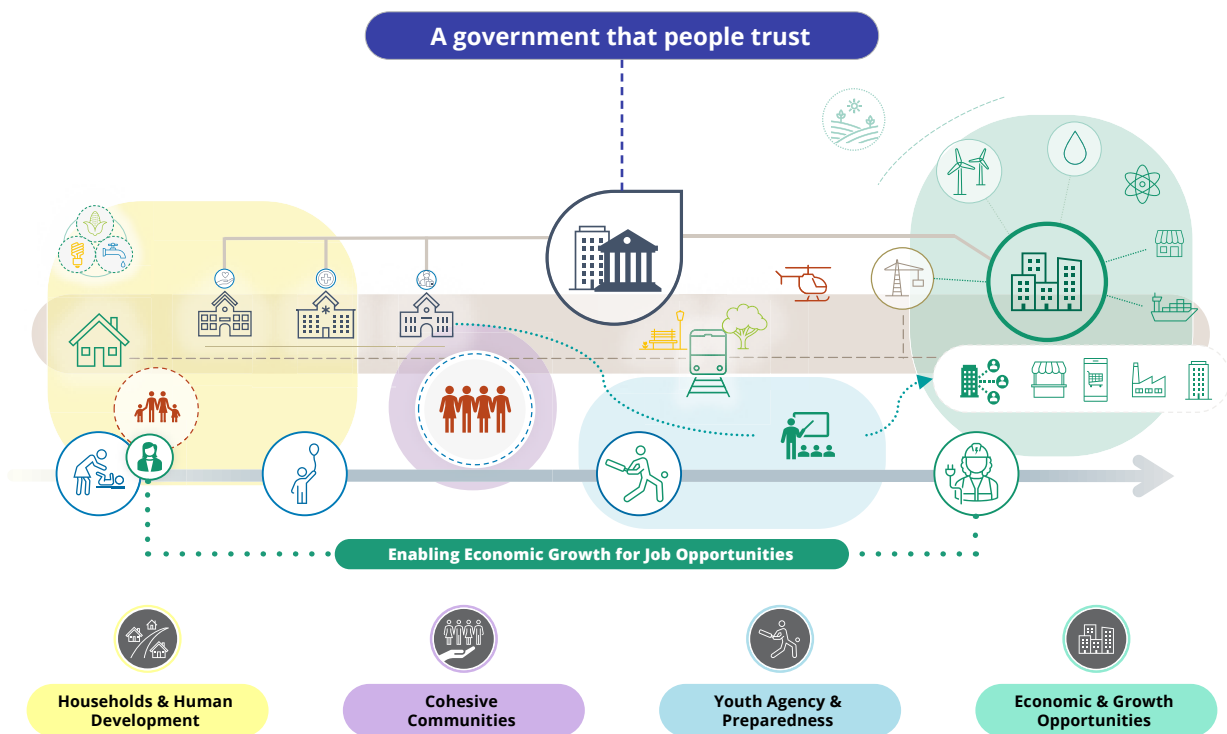
social, and institutional policy domains.

The portfolios monitor and steer high-priority projects and programmes, ensuring a cohesive and coordinated approach to achieving shared outcomes. Each Department contributes to one or more portfolios by implementing targeted interventions that support the intended impact of that portfolio.

The diagram illustrates the four pillars of the Western Cape Government's vision, each represented by a colored square and a corresponding icon. The pillars are arranged in a 2x2 grid. The top-left pillar is 'Growth for Jobs' (green square, icon of buildings). The top-right pillar is 'Educated, Healthy, and Caring Society' (blue square, icon of hands holding a heart). The bottom-left pillar is 'Safety' (orange square, icon of a shield). The bottom-right pillar is 'Innovation, Culture, and Governance' (dark blue square, icon of a classical building). The central text describes the overall vision: 'The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive. Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society. The Western Cape is a resilient and safe society. The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.'

Pillar	Icon	Description
<b>Growth for Jobs</b>		The Western Cape achieves breakout economic growth generating confidence, hope, and opportunities to thrive.
<b>Educated, Healthy, and Caring Society</b>		Every person has access to the opportunity to live a healthy, meaningful, and dignified life in an inclusive society.
<b>Safety</b>		The Western Cape is a resilient and safe society.
<b>Innovation, Culture, and Governance</b>		The WCG is a people-centred institution that innovatively, efficiently, and collaboratively mobilises resources for service delivery.

To maximise the effectiveness of government interventions, the PSP follows a life course and systems approach. This means that policies and programmes consider the needs and responsibilities of residents from childhood to old age, ensuring government services are structured accordingly.





The PSP promotes an integrated approach where Departments and entities work together towards the Integrated Impact outlined for each of the four areas of the life course.

**These integrated impact areas are:**

	<b>Households and Human Development</b>	Creating safe, healthy environments that promote lifelong development and self-sufficiency.
	<b>Cohesive Communities</b>	Strengthening social ties to build safe, caring, and resilient communities.
	<b>Youth Agency &amp; Preparedness</b>	Empowering young people with the skills and opportunities to participate in society, access economic opportunities, and continue learning.
	<b>Economic &amp; Growth Opportunities</b>	Expanding economic opportunities and fostering confidence, hope, and prosperity.



In addition, two transversal areas address broader structural and environmental factors that shape service delivery and enable people along the entire life course:

	<b>Resource Resilience</b>	Creating safe, healthy environments that promote lifelong development and self-sufficiency
	<b>Spatial Transformation, Infrastructure, and Mobility</b>	Strengthening social ties to build safe, caring, and resilient communities.

Freeport Saldanha’s Alignment with PSP Focus Areas

The PSP outlines key focus areas that align with its Portfolios and Integrated Impact Areas.

**Key focus areas for the Freeport Saldanha include:**

<div> <b>Growth for Jobs</b></div> <div>Access to Employability and Economic Opportunities Driving Growth Opportunities through Investment Stimulating Market Growth through Exports and Domestic Markets Technology and Innovation</div>	<div> <b>Innovation, Culture &amp; Governance</b></div> <div>Innovation Integration and Collaboration Futures Thinking and Evidence Informed Decision-Making</div>
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Through the above focus areas, Freeport Saldanha contributes to integrated impact in Economic and Growth Opportunities.

### 3.1.3 Western Cape Provincial Spatial Development Framework

**The Western Cape Provincial Spatial Development Framework (PSDF), adopted in 2014, sets out the basis for addressing the province's spatial agenda. It is not a blueprint that can be implemented in the short term, but rather a framework within which:**

- Coherent and consistent sector and area-based plans (e.g., for functional regions or municipalities) can be formulated and rolled-out by the spheres of government and SOEs operating in the Western Cape; and
- Communities and the private sector have greater certainty over where development and investment are heading, and so can respond to opportunities arising.

The PSDF's spatial policies cover three interrelated themes, namely "resources", "space-economy" and "settlement". In adopting a strategic view of the Provincialspace-economy, the PSDF identifies three functional regions where significant development trends and/ or development potentials are seen to exist. One of these identified functional regions is the emerging Greater Saldanha Regional Industrial Complex, with the Saldanha Bay/Vredenburg growth centre at its heart. The PSDF proposes that the advancement of this functional region be to be supported by specifically targeting the oil and gas sectors as economic sectors to support, facilitating the development of a water demand management system for the region and lastly by seeking to encourage the flow of new regional and bulk economic infrastructure investment into the area to leverage private sector and community investments.

It should be noted that the Western Cape Provincial Department of Environmental Affairs and Development Planning (DEA&DP) has started the process of compiling a new Western Cape Provincial Spatial Development Framework (WCSDF) with Freeport Saldanha requested to form part of the ad-hoc intergovernmental steering committee (ISC) that will guide and advise on the development of the new PSDF.

### 3.1.4 Western Cape Infrastructure Framework

The WCG is mandated to coordinate provincial planning under Schedule 5A of the Constitution. As part of this mandate, Western Cape Infrastructure Working Group produced the WCIF, which was adopted in 2013. The WCIF intended to align the planning, delivery and management of infrastructure, provided by all stakeholders (national government, provincial government, local government, State owned Entities and the private sector), to the strategic agenda and vision for the province. The WCIF identifies that the harbour and industrial development in Saldanha will create a need for a substantial transition in infrastructure coordination, administration and provision related to bulk water supply, energy generation, transportation and Information and Communications Technology (ICT).

It should be noted that the Western Cape Provincial Department of Transport and Public Works (DTPW) is currently leading a process to revise and update the WCIF. Freeport Saldanha is participating in this process as a key stakeholder.

### 3.1.5 West Coast District: Joint District and Metro Approach Plan

**The WCG has adopted the Joint District and Metro Approach (JDMA) in response and in alignment to National Government's District Development Model (DDM). The objectives of the DDM are to:**

- Coordinate a government response to challenges of poverty, unemployment, and inequality particularly amongst women, youth and people living with disabilities.
- Ensure inclusivity by gender budgeting based on the needs and aspirations of our people and communities at a local level.
- Narrow the distance between people and government by strengthening the coordination role and capacities at the District and City levels.
- Foster a practical intergovernmental relations mechanism to plan, budget and implement jointly to provide a coherent government for the people in the Republic; (solve silo's, duplication and fragmentation) maximise impact and align plans and resources at our disposal through the development of "One District, One Plan and One Budget".



- Build government capacity to support to municipalities.
- Strengthen monitoring and evaluation at district and local levels.
- Implement a balanced approach towards development between urban and rural areas.
- Exercise oversight over budgets and projects in an accountable and transparent manner.

Through the work coordinated in this regard by the WCG's Department of Local Government (DLG) a holistic JDMA plan has been developed for municipalities within the West Coast District. This plan has been approved by all Municipalities in the district, the WCG and National Government through the Department of Cooperative Governance and Traditional Affairs (COGTA). The SBIDZ has been included in the economic section of this plan as a strategic project for the West Coast district area.

### 3.1.6 Saldanha Bay Municipality 5<sup>th</sup> Generation Integrated Development Plan 2<sup>nd</sup> review and Amendment 2022-2027

The Saldanha Bay 5<sup>th</sup> Generation Integrated Development Plan (IDP) for 2022-2027 is the primary strategic framework of the Saldanha Bay Municipality (SBM). It outlines key development priorities and governance needs for the municipal area over five years. Adopted within a year of municipal elections, the IDP remains active for the council's term and is reviewed annually with input from the local community, state organs, and other stakeholders. This plan serves as a guide for all municipal planning and development, ensuring alignment with SBM's constitutional and developmental responsibilities.

Freeport Saldanha plays a crucial role in promoting economic growth and job creation for residents of the SBM area and beyond. It offers direct employment opportunities within the zone and supports local businesses through partnerships with its tenants and users. The municipality firmly believes that the zone will significantly enhance the lives of Saldanha Bay residents for current and future generations. This belief is supported by the Saldanha Bay Municipality Socio-Economic Futures (SBM SEF) study, which provides essential economic insights that shape both the Municipality's and Freeport Saldanha's strategic planning.

Aligning with Strategic Focus Area 2: Economy, the Municipality has integrated the development of Freeport Saldanha into its long-term strategy. One of SBM's strategic objectives under this focus is to "Increase the Size and Number of Businesses." This objective includes initiatives to support Freeport Saldanha, viewing it as a key partner in driving economic growth, job creation, poverty alleviation, and fostering global partnerships for sustainable development in the region.

### 3.1.7 Saldanha Bay Municipality Spatial Development Framework

Saldanha Bay Municipality is currently reviewing its Municipal Spatial Development Framework (MSDF) in line with the Spatial Planning and Land Use Management Act (SPLUMA), the Western Cape Land Use Planning Act (LUPA), and its Municipal Land Use Planning By-Law. The MSDF is a key long-term planning document that outlines the municipality's spatial growth vision and aligns with its Integrated Development Plan (IDP). Updated every five years alongside the IDP, the current MSDF, approved in 2019, is now due for review. Once finalised, it will guide future development and land use decisions.

The SDF reflects that the "identification of areas for future industrial development" as a key strategy towards implementing part of its spatial vision relating to the "promotion of the industrial area, including high-tech economic development, to take advantage of global demand opportunities and encourage local employment and capacity building". This becomes especially pertinent when, considering the future growth of the port facility and expected pressures on the industrial land supply, given the potential of the growth in backward and forward linkages. The SDF reflects that the "identification of areas for future industrial development" is a key strategy towards implementing part of its spatial vision relating to the "promotion of the industrial area, including high-tech economic development, to take advantage of global demand opportunities and encourage local employment and capacity building". This becomes especially pertinent when, considering the future growth of the port facility and expected pressures on the industrial land supply, given the potential of the growth in backward and forward linkages.

## 3.2 Strategies

### 3.2.1 DTIC SEZ Strategic Framework 2020-2030: Draft

The draft SEZ Strategic Framework 2020-2030 leverages global best practices from UNCTAD, the World Bank, and case studies worldwide. It emphasizes that quality infrastructure and

incentives alone are not enough; success requires an ecosystem approach with interconnected implementation actions.

The framework's vision is for competitive SEZs that contribute to poverty reduction, inequality, and economic inclusivity. Its mission is to ensure all SEZs are supported by infrastructure and incentives to deliver economic, social, and environmental benefits by 2030.

**Figure 4: DTIC SEZ Industrial Ecosystem, 2020-2030**



Sources: Adapted from UNCTAD, World Bank (2019); UNDP (2018); Malaysia, (2016)

**Key strategies which Freeport Saldanha is aligned to includes:**

- Enhancing legal flexibility for competitiveness,
- Providing targeted, environmentally compliant infrastructure,
- Proactive investment promotion,
- Strengthening stakeholder engagement,
- Expanding funding sources,
- Building a comprehensive ecosystem beyond location and incentive.

### **3.2.2 Saldanha Bay Municipality Local Economic Development Strategy**

The Saldanha Bay Municipality's Local Economic Development (LED) Strategy focuses on leveraging the area's existing assets and strategic advantages to drive sustainable growth. Key objectives include supporting small, medium, and micro-enterprises (SMMEs), enhancing job creation, and building strong linkages with the Saldanha Bay Industrial Development Zone (SBIDZ), a hub aimed at

fostering industrial and export-oriented activities. The LED strategy also emphasizes tourism, waste management, and environmental sustainability as crucial components for local economic resilience. Additionally, the strategy aims to align with national goals, particularly in green energy and infrastructure investment, to position Saldanha Bay as a vital economic node within South Africa

It is thus clear, that a significant part of the Municipality's current economic strategy is closely aligned to mandate and work of Freeport Saldanha.

It should be noted that the SBM has recently appointed a service provider to draft its new economic development strategy, with Freeport Saldanha set to participate as a key informant and stakeholder in this process.

## **4 Relevant Court Rulings**

**There are no court rulings which are relevant to Freeport Saldanha or may have a significant impact on its operations.**



**OUR STRATEGIC FOCUS**

**B**



# PART B: OUR STRATEGIC FOCUS

## 1 Vision

To become the premier industrial location on South Africa's West Coast for manufacturing, services, and export-led investments that drive economic growth and create sustainable jobs.

## 2 Mission

**To stimulate the economy through:**

- Attracting and sustaining investments through the creation and operation of a commercially viable Special Economic Zone;
- Marketing and positioning the region's economic benefits and brand awareness of Freeport Saldanha's location value proposition locally and internationally; and
- Generating and growing an inclusive economy, creating jobs, ensuring beneficiation of resources and the empowerment of our local communities.

## 3 Values

### **Accountability**

Each team member at Freeport Saldanha takes ownership of their actions and responsibilities. The company fosters trust and transparency by encouraging honesty and open communication, which strengthens collaboration and drives continuous improvement.

### **Integrity**

Every team member at Freeport Saldanha upholds ethical standards to ensure actions align with the company's values. By placing integrity at the forefront, the company fosters a culture of trust, respect, and credibility with employees, investors, and stakeholders.

### **Adaptability**

Freeport Saldanha can adapt to shifting market conditions, evolving customer needs, and new technological advancements. It cultivates an environment that emphasizes resilience and innovation, enabling it to remain competitive in dynamic environments.

### **Commitment**

Every team member is dedicated to fulfilling promises, reaching goals, and upholding high standards. This commitment fosters trust with investors and partners by demonstrating reliability. Freeport Saldanha is committed to excellence and long-term success, continuously strengthening its reputation in the market.

## 4 Situational Analysis

### 4.1 Performance Delivery Environment

#### 4.1.1 Local Environment Analysis

The macroeconomic context summarised below is sourced and adapted, where required, from the 2024 Provincial Economic Review and Outlook released in September 2024 (PERO 2024) and the 2023/24 Municipal Economic Review and Outlook (West Coast District) which was released in November 2023 (MERO 2023), both issued by the Provincial Treasury. The MERO employs a variety of data sources to provide a detailed analysis of the socio-economic trends displayed across the municipal areas within the Western Cape. National economic and employment data are sourced from Statistics South Africa (Stats SA), while the Western Cape gross domestic product per region (GDPR) and employment data are obtained from Quantec Research. To discuss the various indicators, the most recent available data sources were used.

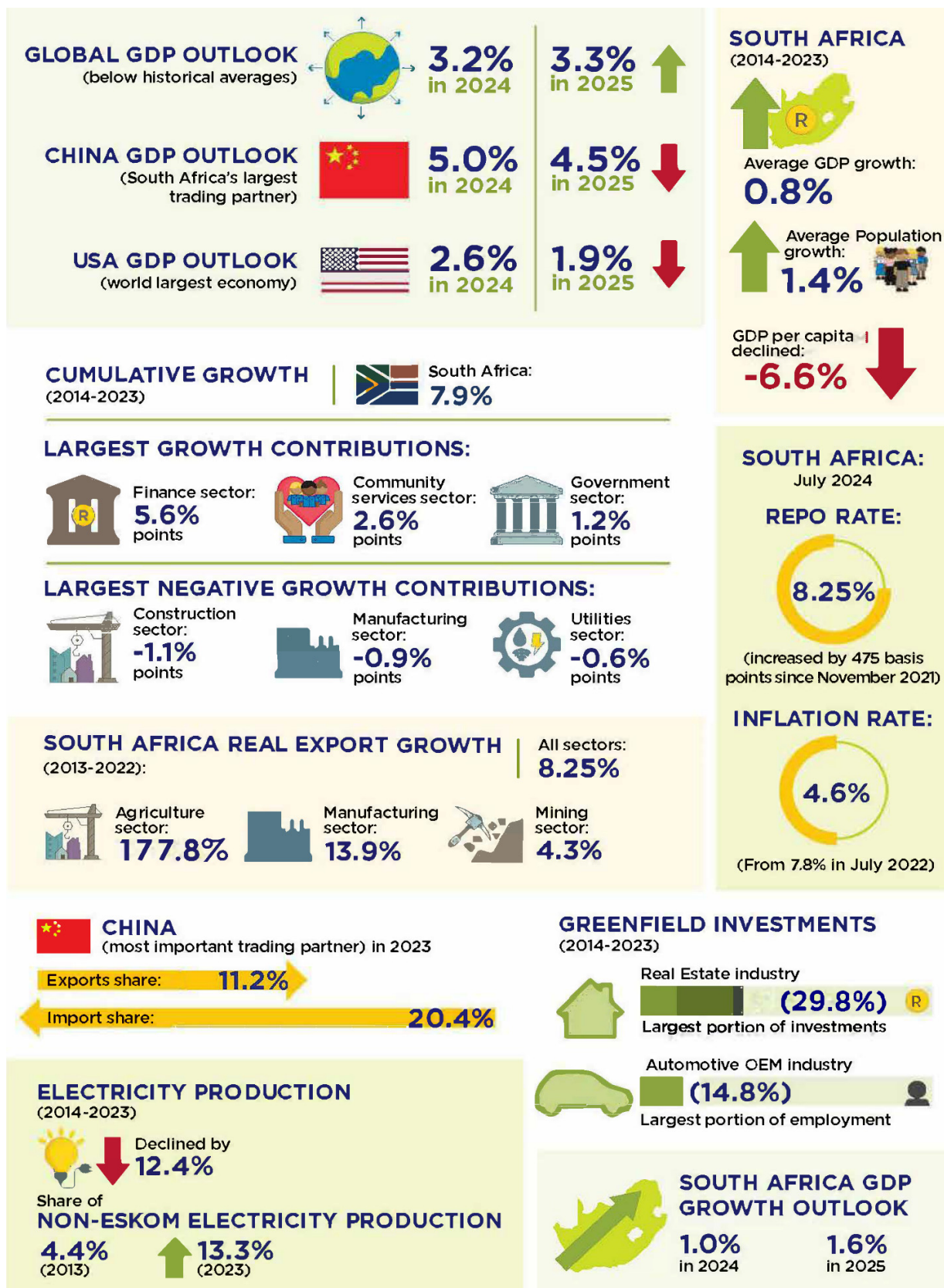
#### 4.1.1.1 Global Economic Outlook<sup>2</sup>

Despite recent challenges, the global economy has shown strong resilience, with estimated growth of 3.3% in 2023 and forecasts of 3.2% in 2024 and 3.3% in 2025. However, this outlook remains below historical trends due to high borrowing costs, decreased fiscal support, lingering effects of COVID-19, and geopolitical tensions. Geo-economic fragmentation, intensified by conflicts like Russia's war in Ukraine, poses additional risks, potentially limiting trade, capital flows, and technological exchange. This fragmentation could further dampen global growth and increase commodity price volatility.

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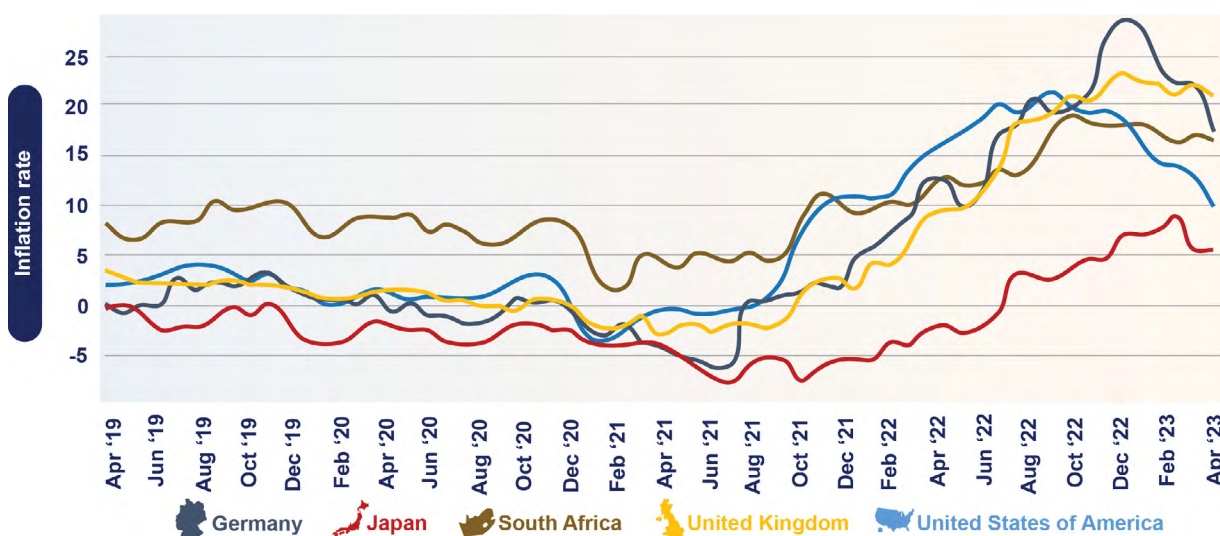
2 PERO 2024

**Figure 5: Overview of the Global and National Economy**



Source: PERO 2024

**Figure 6: Inflation Rates for Selected Countries, April 2019 – April 2023**



Source: PERO 2023

In Summary, global growth remains slow, constrained by high borrowing costs, reduced fiscal support, lasting COVID-19 impacts, and geopolitical tensions. China, South Africa's top trading partner, faces a cautious outlook due to structural and geopolitical risks affecting trade and investment. Although global inflation is expected to ease toward 2024, it remains above pre-2020 levels.

#### 4.1.1.2 South African Outlook

In 2023, South Africa's economy grew by just 0.7%, reflecting structural issues such as power outages, infrastructure bottlenecks, high unemployment, and inequality. Vulnerability to climate change and a slow recovery from COVID-19 have compounded these challenges. Over the past decade (2014-2023), South Africa's average annual GDP growth was only 0.8%, which is insufficient to meet population and labour force growth or to significantly reduce unemployment. South Africa's future economic outlook is closely tied to growth, job creation, and fiscal stability. Strong economic growth supports employment, reduces unemployment, and boosts social stability by raising living standards. It also strengthens fiscal stability by increasing tax revenues, enabling greater government investment in services and infrastructure. This cycle of growth and investment supports long-term prosperity and resilience.

In Q2 2024, South Africa's GDP grew by 0.4%, with the finance sector contributing the most (0.3 percentage points) through a 1.3% quarterly increase. In contrast, transport and agriculture posted the largest declines, driven by reduced activities in field crops and animal products.

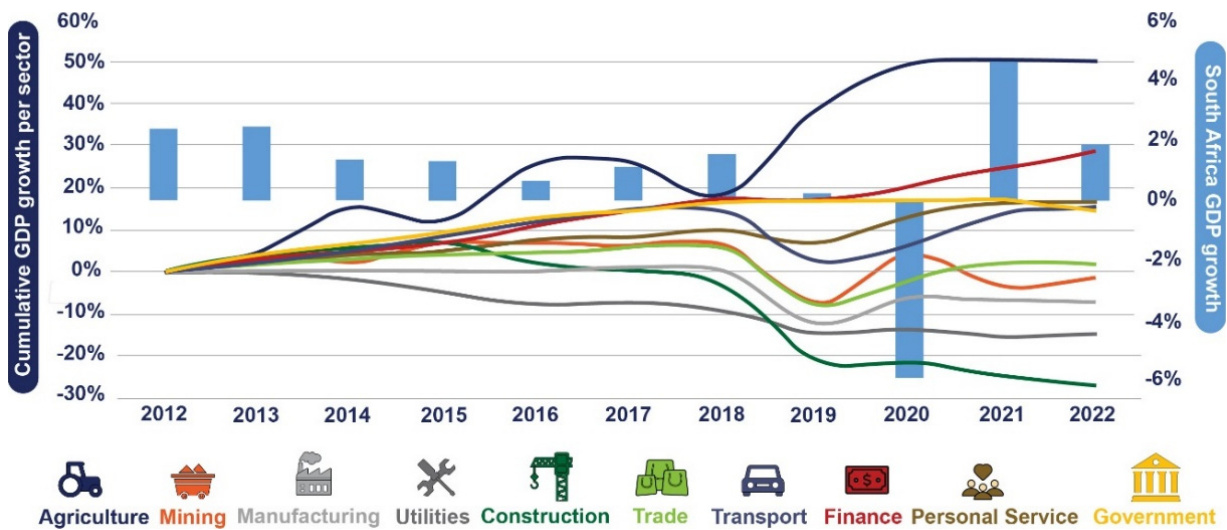
The RMB/BER Business Confidence Index rose by 5 points to 35, signalling slightly improved sentiment from Q1 2024, though the index has generally declined since 2021 due to issues like loadshedding, policy uncertainty, and rising interest rates. Economic growth is projected at 1.0% for 2024 and 1.6% for 2025, slightly higher than the past decade's 0.8% average, but still below population growth.

Growth drivers include anticipated interest rate cuts, infrastructure projects, renewable energy investment, and improved investor sentiment. The construction, transport, and finance sectors are expected to lead growth in 2024, while mining may contract due to infrastructure challenges, high costs, and regulatory issues.

Key risks include geopolitical tensions, reliance on China, climate impacts, energy crises, water infrastructure decay, poor governance, and high public debt.

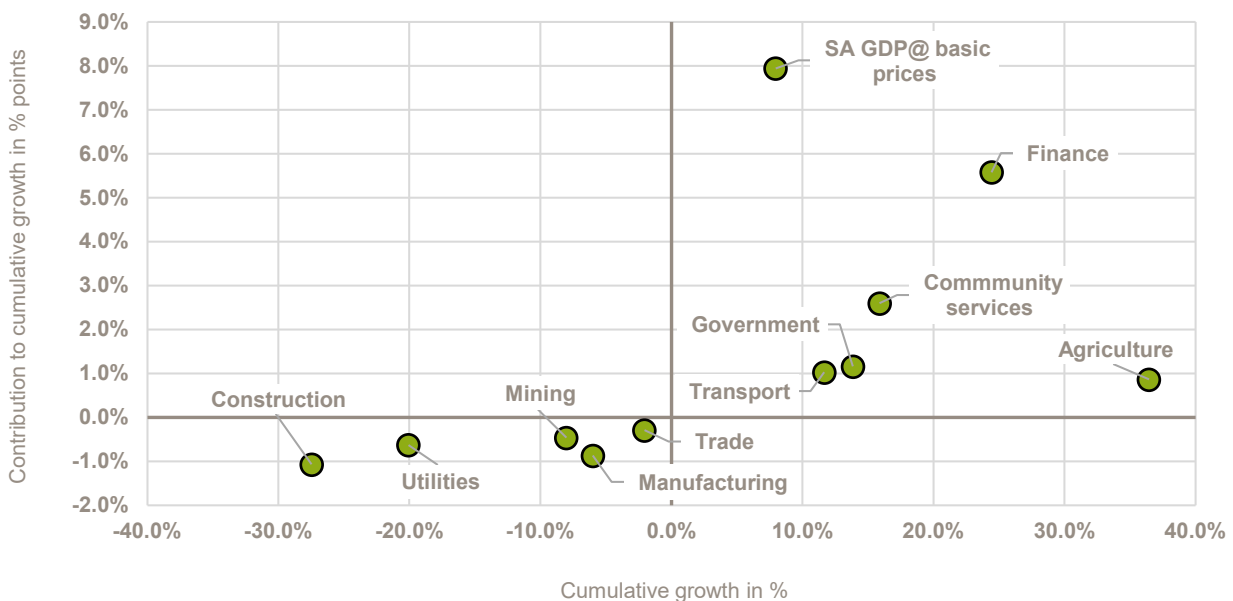


**Figure 7: Cumulative GDP Growth per Sector and South Africa's Growth, 2012 – 2022**



Source: PERO 2023

**Figure 8: Cumulative GDP Growth per Sector and Contribution to Growth per Sector in South Africa, 2014 – 2023**



Source: PERO 2024

South Africa faces persistent structural issues, including high unemployment, inequality, power outages, and infrastructure constraints in ports and railways. Over the past decade, growth has been primarily driven by the finance sector, while construction, mining, manufacturing, and utilities have declined. Fiscal pressures have reduced the Western Cape Government's real budget for three consecutive years. Real estate attracted the

most greenfield investments from 2014 to 2023 but created few jobs, while the automotive OEM industry generated the most employment.

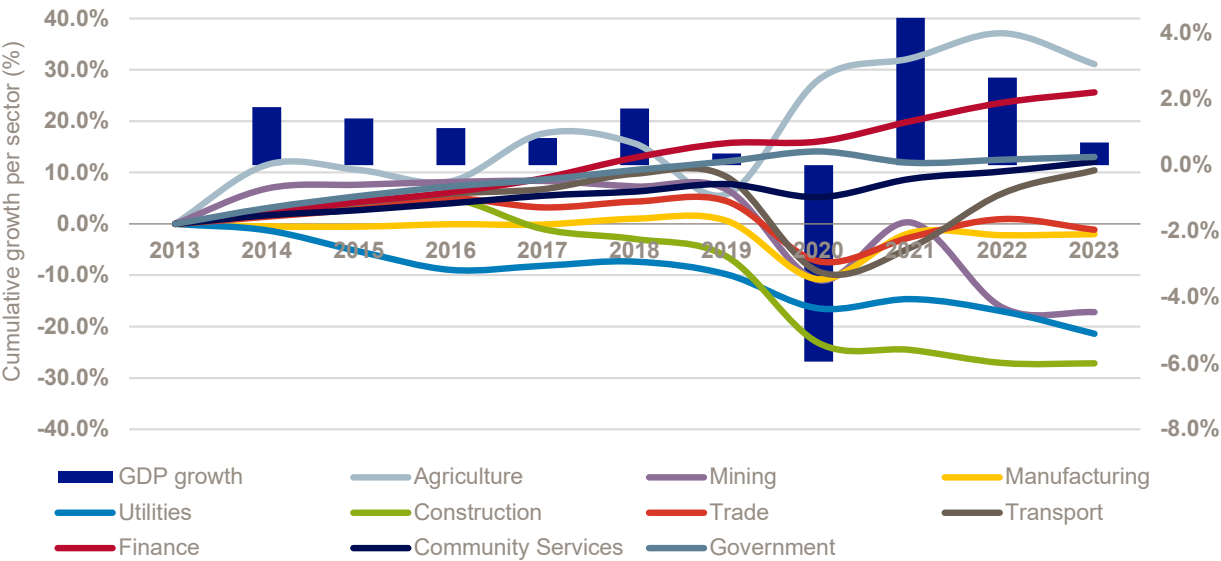
In a positive development, 2024 saw over 170 consecutive days without loadshedding, boosting the economic outlook. Projected growth rates of 1.0% for 2024 and 1.6% for 2025 exceed the 0.8% average of the past decade.

4.1.1.3 Western Cape Outlook

The Western Cape’s economy is largely service-based, driven by a strong Finance and IT services sector. Known for its outdoor lifestyle, vibrant tourism, culinary diversity, and well-maintained infrastructure, the Province attracts both talent and investment. In 2023, the Western Cape

contributed 14.2% to South Africa’s GDP, reflecting a larger Finance sector (33.5% of GDP vs. 26.4% nationally) and smaller Mining (0.2% vs. 4.9%) and Community services (11.8% vs. 17.6%) sectors than the national average. The financial services sector plays a critical role, facilitating economic growth through capital flow and liquidity.

Figure 9: Western Cape Cumulative GDP and Annual Growth Rate, 2014 - 2023

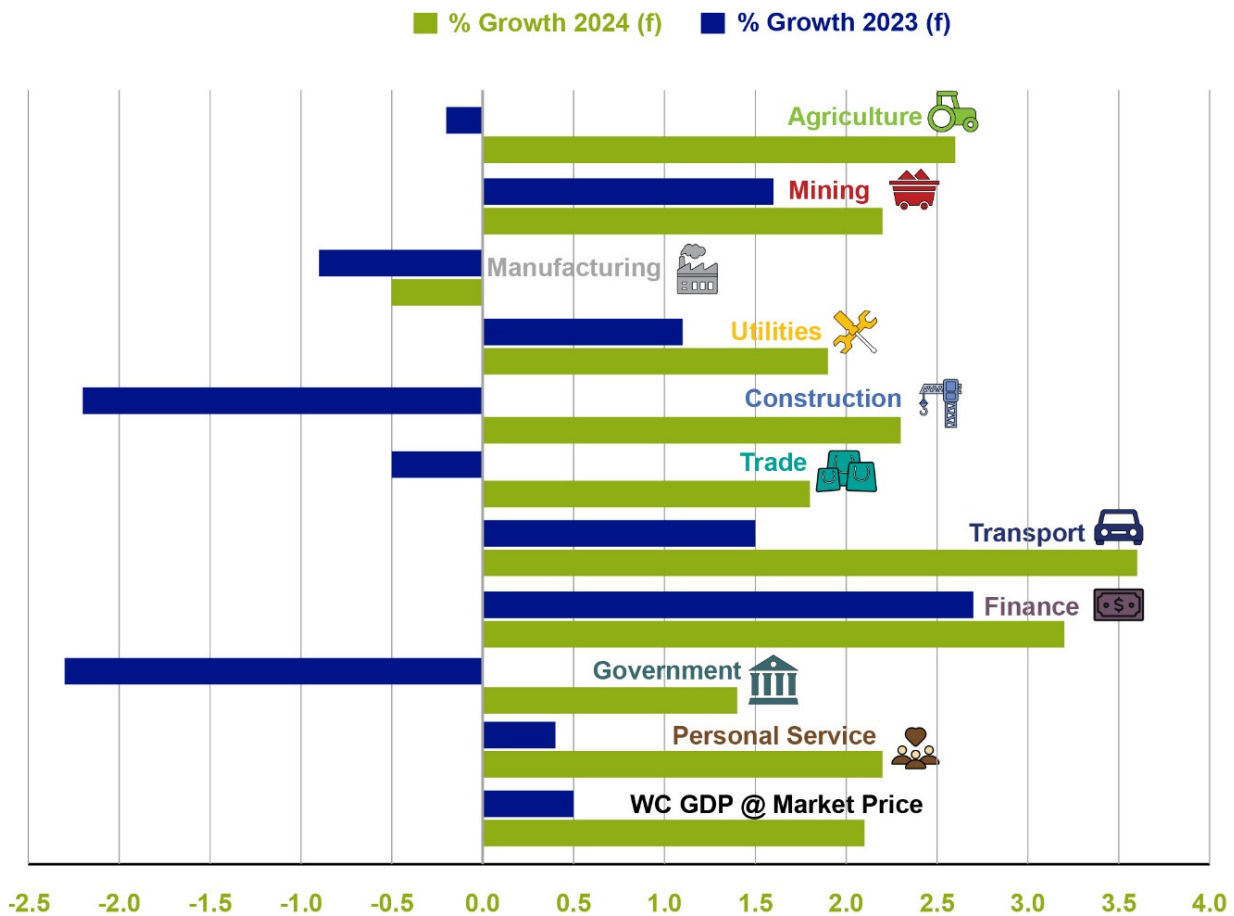


Source: PERO 2024

In 2023, the Western Cape’s GDP grew by 0.7%, mainly driven by Finance, Transport, and Community Services. Despite a decade-long average growth of 0.9% annually, real GDP per capita declined, indicating that economic expansion hasn’t kept pace with population growth and migration, mirroring national trends. Agriculture showed robust growth, benefiting from expanded international market access despite logistical challenges.

Greenfield investments of R6.9 billion created 3,179 jobs, mostly in Business Services, with employment rebounding across Finance, Manufacturing, and Trade. In 2024, modest growth of 1.3% is anticipated, led by Finance and a thriving tourism sector. Infrastructure, energy, and logistical improvements are critical to unlocking further growth.

**Figure 10: GDP Growth and Contribution of Growth Forecast per Sector in the Western Cape, 2023 – 2024**



Source: Quantec

#### 4.1.1.4 Western Cape Economic Outlook on Green Hydrogen (GH<sub>2</sub>)

Saldanha, recognised for its green hydrogen potential, plays a key role in national green energy strategies. A Memorandum of Understanding (MOU) has been signed among the Western, Northern, and Eastern Cape provinces, aiming to create a collaborative green hydrogen (GH<sub>2</sub>) ecosystem. Leveraging Saldanha's infrastructure and deep-water port, the Western Cape is positioned to secure early advantages in the global GH<sub>2</sub> market by developing a Saldanha GH<sub>2</sub> Hub.

The GH<sub>2</sub> Initiative targets economic growth, job creation, and the development of local manufacturing for renewable energy equipment, aiming to support South Africa's climate goals and achieve energy resilience. From 2023 to 2026, the Western Cape Green Hydrogen Strategy, backed by the Western Cape Government (WCG), will guide these efforts. Freeport Saldanha IDZ will lead infrastructure and business development, Wesgro will handle investment and marketing, and other WCG departments and entities will coordinate partnerships, policy, and local manufacturing.

#### 4.1.1.5 West Coast District Economy<sup>3</sup>

The West Coast District (WCD) boasts a unique combination of coastal beauty, outdoor adventures and cultural diversity making it a popular destination for tourists and outdoor enthusiasts. Tourism thrives here and fishing remains a vital lifeline for many local communities.

The Saldanha Bay municipal area is renowned for its seafood, water-based activities and bird watching at the Langebaan Lagoon. The Bergrivier municipal area includes charming seaside towns and offers opportunities for water sports and fishing. Matzikama municipal area has become a key exporter of abalone. The Cederberg municipal area is well known for its production of fruit.

Industrial development and remote work trends draw people to WCD hubs like Vredenburg and Malmesbury. A vibrant retail, personal

services and thriving property market blooms in coastal towns like Yzerfontein and St. Helena Bay. Meanwhile, increased revenue from high-value properties fuels local government, but the pressure to maintain ageing infrastructure intensifies. External factors like the steel market conditions challenge manufacturing, while skills development is crucial to attract investment. Green hydrogen projects offer exciting prospects for energy security and a “Just Transition”

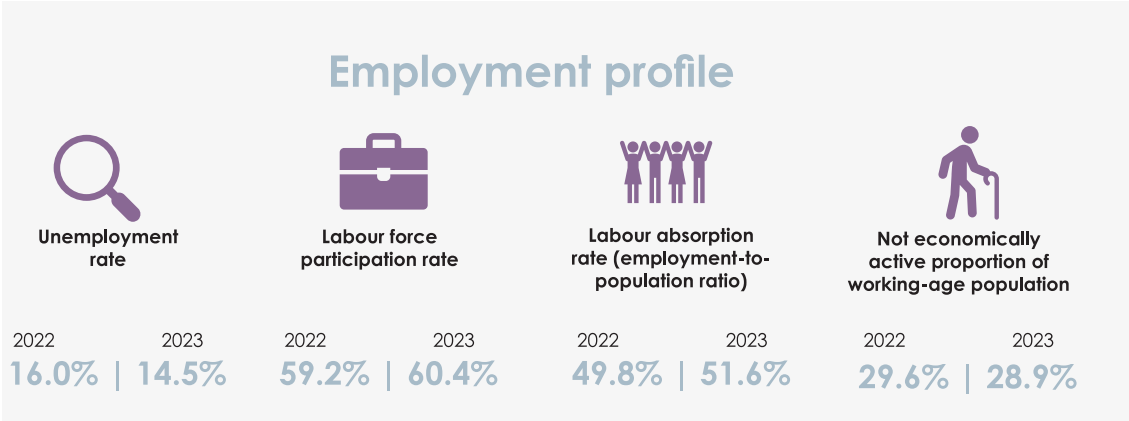
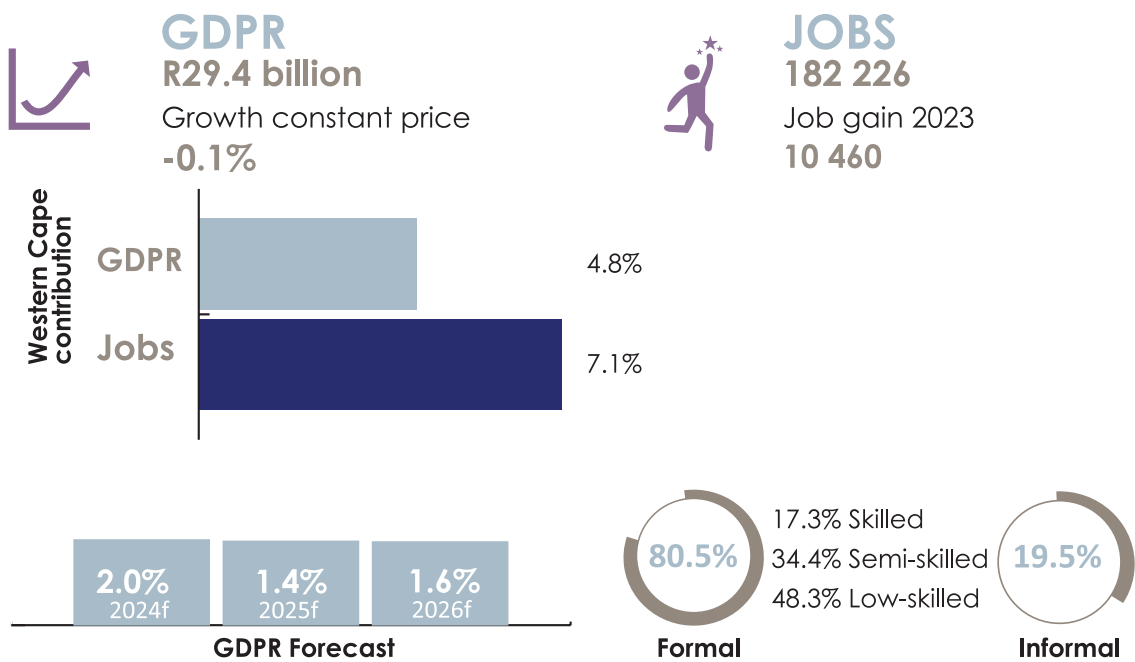
These diverse economic activities are bolstered by several sectors including internal trade, tourism, and both private and public sector investments. These sectors serve as a catalyst for new economic opportunities, job creation and the overall wellbeing of local communities. The economic prospects of the District are underpinned by the performance of these sectors which collectively contribute to the region’s growth and development.

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3 MERO 2024-25



Figure 11: West Coast District: Municipal GDPR and Employment Contributions

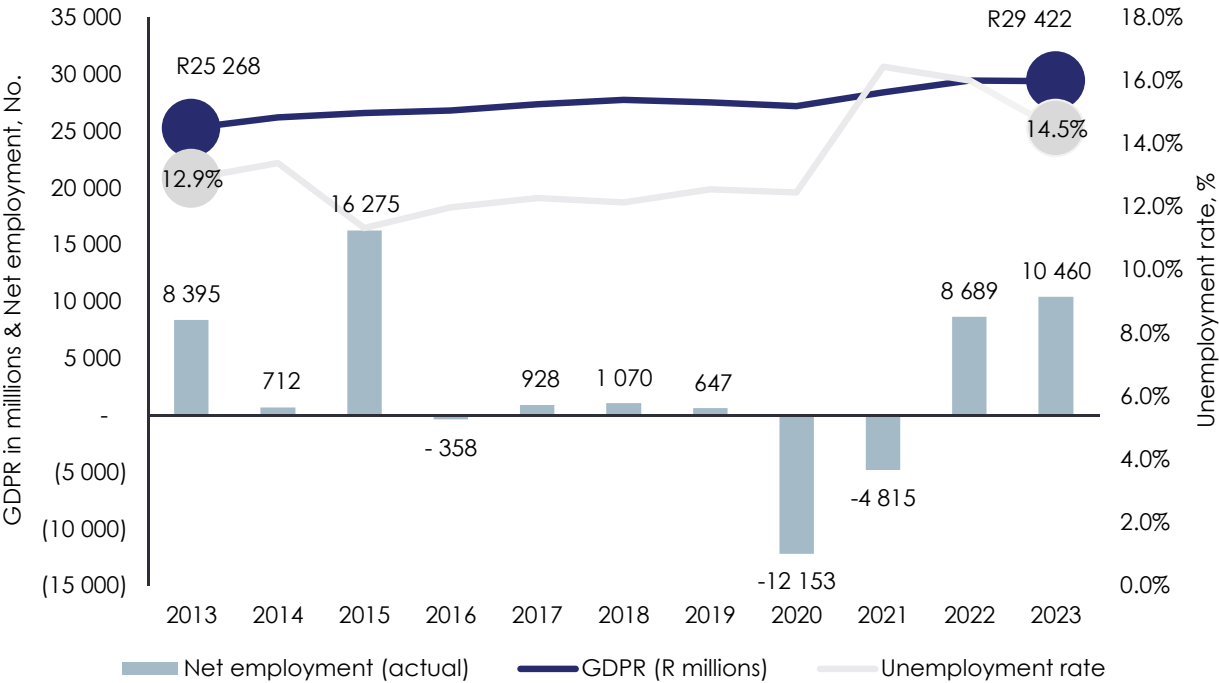


While South Africa’s real GDP grew by 0.6 per cent year-on-year, the WCD’s GDP decreased by 0.1 per cent from R29.5 billion in 2022 to R29.4 billion in 2023. Despite this small decline, the district’s economy remained resilient, driven by strong performances in key sectors such as agriculture, manufacturing and trade, all of which helped sustain positive employment growth. The district benefits from a diverse economy, which encompasses thriving ocean economy activity, burgeoning citrus, grape and wheat farming and cultivation, bolstered by robust agro-processing activities.

Additionally, the WCD has recently seen an increase in migration from metropolitan areas, as the growing trend of remote work enables more households to relocate to the region.<sup>14</sup> This “semigration” trend has led to a rise in demand for housing, local services, and infrastructure, further stimulating the district’s economy.

The District’s unemployment rate improved to 14.5 per cent in 2023, down from 16.0 per cent in 2022, signalling steady progress in reducing unemployment and fostering greater economic stability.

**Figure 12: West Coast District: GDP, Employment Growth and Unemployment Rate 2013 - 2023**



Source: Quantec, 2024

Source: MERO 2024-25

The economic outlook for the WCD shows that several sectors are expected to experience growth equal to or exceeding 1.5% over the next three years. The agriculture, forestry and fishing sector is likely to see an increase. The finance,

insurance, real estate and business services sector is expected to continue its trend of surpassing the national average growth rate given its essential role in supporting other industries.

**Figure 13: West Coast District: GDP Forecast per Sector (%)  
2012 - 2026f**

	Average (2012-2019)	Average (2022-2023)	2024, f	2025, f	2026, f	Average (2024-2026)
<b>Agriculture, forestry and fishing</b>	2.1%	0.3%	4.9%	2.6%	2.5%	3.3%
<b>Mining and quarrying</b>	1.1%	-12.9%	-2.4%	-11.1%	-8.5%	-7.4%
<b>Manufacturing</b>	2.0%	1.1%	1.2%	1.4%	1.4%	1.3%
<b>Electricity, gas and water</b>	-3.1%	-4.9%	-7.5%	-1.9%	-3.2%	-4.2%
<b>Construction</b>	0.8%	-3.8%	-2.4%	-2.8%	0.2%	-1.7%
<b>Wholesale and retail trade, catering and accommodation</b>	1.8%	1.2%	0.5%	0.4%	0.4%	0.4%
<b>Transport, storage and communication</b>	0.0%	13.2%	0.0%	-0.5%	0.6%	0.1%
<b>Finance, insurance, real estate and business services</b>	2.9%	3.2%	3.0%	2.7%	2.7%	2.8%
<b>General government</b>	2.4%	1.6%	0.8%	1.5%	1.3%	1.2%
<b>Community, social and personal services</b>	2.7%	2.3%	2.3%	1.9%	1.9%	2.0%
<b>Total</b>	1.8%	1.8%	2.0%	1.4%	1.6%	1.7%

Source: Quantec, 2024

Source: MERO 2024-25

The WCD demonstrated positive labour market trends between 2022 and 2023, surpassing the performance of the Western Cape in several key indicators. The District's participation rate improved slightly in 2023 signalling a modest but positive shift towards greater engagement in the labour market as the local economy continued to recover. In comparison, the Western Cape experienced a decline in its participation rate signalling the increasing number of people discouraged from seeking working or a move by

individuals back into furthering their education or retiring.

The employment-to-population ratio for the WCD also saw a notable improvement in 2023. This increase indicates that a greater proportion of the working-age population in the District are finding employment, reflecting the ongoing recovery and growth in job opportunities in the District. The Western Cape's employment-to-population ratio also improved in 2023, signalling a broader recovery in employment across the Province.

**Figure 14: West Coast District Employment Profile 2022 - 2023**

	Western Cape		West Coast	
	2022	2023	2022	2023
Participation Rate <sup>15</sup>	61.9%	61.2%	59.2%	60.4%
Employment-to-population Ratio <sup>16</sup>	46.6%	47.9%	51.2%	53.2%
Not economically active prop to working age pop <sup>17</sup>	38.1%	38.8%	41.9%	40.9%

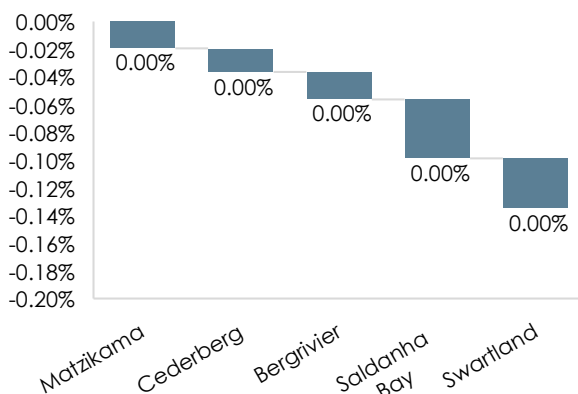
Source: MERO 2024-25

The WCD's economy saw a 0.1% contraction in GDPR in 2023. Despite this, the District experienced strong employment growth of 1.1% overall.

Saldanha Bay, the largest contributor to both GDPR and employment declined by 0.04%. Swartland contributed 1.6% to employment growth with a

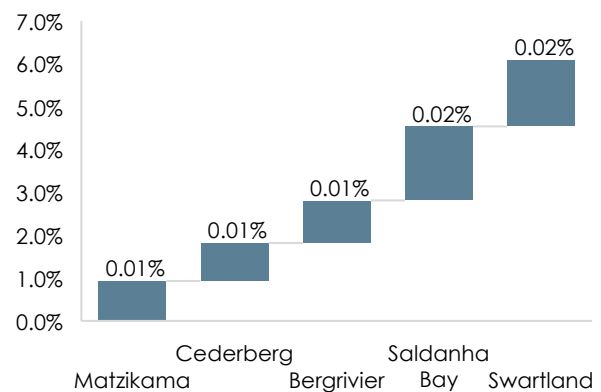
negative GDPR of -0.04%. Bergrivier, Cederberg and Matzikama also contributed negatively to GDPR by -0.02% each. However, all contributed positively to employment growth with at least 0.08% each. These employment gains were largely driven by agriculture which remains a key sector in the District.

**Figure 15: West Coast District: Municipal Contributions to GDPR and Employment Growth 2022 - 2023**



Source: Quantec, 2024

Source: MERO 2024-25



While WCD's population aged in 2022, boosting care sector jobs (801), it was a surprising surge in film and TV production (1,237 formal jobs) that took centre stage. Aurora, a tiny Bergrivier town with a weak mixed-farming economy, saw

this windfall concentrated, significantly lifting livelihoods in a place where median income barely grazed R4,135 in 2021. While the long-term sustainability of this boom is unclear, it offered a welcome shot in the arm for Aurora's residents.



#### 4.1.1.6 Concluding Remarks<sup>4</sup>

The West Coast District boasts a vibrant tapestry – fertile lands teeming with citrus groves and vineyards, seas humming with fishing activity, and charming towns like Malmesbury, Vredenburg, and Langebaan buzzing with commerce.

Despite a 0.1% decline in GDP in 2023, this R29.4 billion economy (4.8% of the Province's GDP) remained resilient, driven by strong performances in key sectors such as agriculture, manufacturing, and trade, all of which helped sustain positive employment growth.

Despite load-shedding and rising costs, the WCD displayed remarkable resilience. Areas like Saldanha Bay with its economic strength driven by industrial, manufacturing and maritime sectors were the largest contributor to the WCD's GDP and employment. Swartland with its agricultural and retail sectors were the second-largest contributor.

Nature lovers flock to the WCD, lured by the West Coast National Park, spring wildflowers, and coastal towns like Langebaan and Paternoster. Tourism spending is increasing, injecting valuable resources into the local economy. While most visitors are day trippers, strategic efforts to extend their stays can further unlock this sector's potential.

The agriculture, forestry, and fishing sectors, despite their historically strong comparative advantages, are now in a mature yet declining phase. Agriculture has long been the foundation of WCD, thriving on favourable climatic conditions, abundant natural resources, and a skilled workforce. However, increasing challenges—such as fishing quotas, climate change, and environmental degradation—are affecting crop yields and undermining the sustainability of traditional practices. As a result, while the sector retains its inherent strengths, it faces pressing difficulties that must be addressed to ensure its long-term viability and renewal.

#### 4.1.1.7 Saldanha Bay Municipal Economy<sup>5</sup>

The Saldanha Bay municipal area is home to a vibrant and diverse economy, anchored by its most prominent feature: the vast natural harbour

that surrounds the town of Saldanha Bay. As the largest and deepest natural port in southern Africa, the Port of Saldanha plays a crucial role in the region's maritime activities. The harbour is partially protected by an artificial breakwater, offering a safe haven for vessels and creating a unique environment that attracts maritime enthusiasts, fishermen, and birdwatchers.

Saldanha Bay is a key industrial and logistical hub, with a thriving harbour, steel mill, and Industrial Development Zone (IDZ) contributing significantly to its economy. Nearby Langebaan, known for its stunning lagoon and crystal-clear waters, is a popular destination for windsurfing and kitesurfing, while Langebaanweg hosts a South African Air Force base. The West Coast National Park, with its unique fynbos and diverse bird life, draws nature lovers and tourists alike. Vredenburg, the commercial centre offering modern amenities and shopping while Paternoster is famed for its seafood and whitewashed cottages. Hopefield serves as a hub for grain, dairy, meat, and honey production.

With a GDP of R9.3 billion (Figure 16) and leading the WCD's 2023 economic growth, Saldanha Bay municipal area is a dynamic gem with something for everyone.

Saldanha Bay boasts the largest economy in the WCD, contributing 31.8% to the total GDP, which amounted to R9.3 billion in 2023. The municipal area also accounts for 28.3% of total employment in the district. A significant portion of the workforce holds semi-skilled positions (34.4%), while 39.9% are classified as skilled.

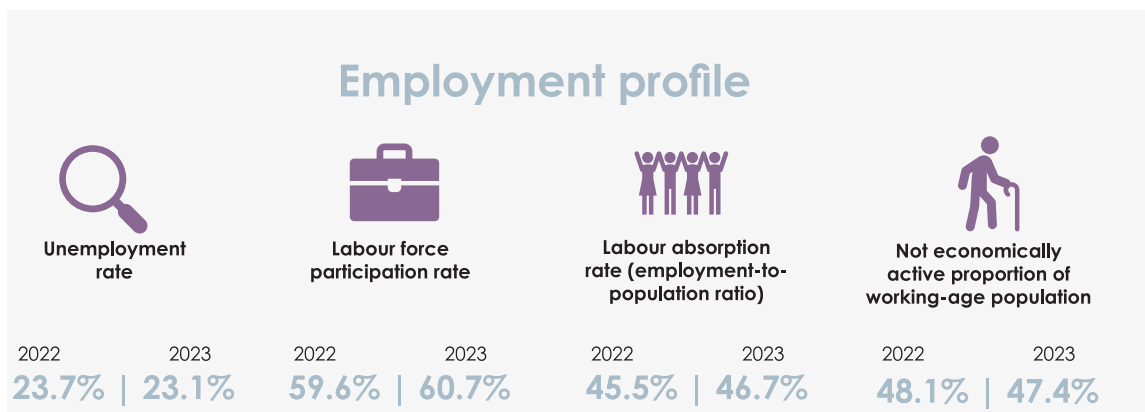
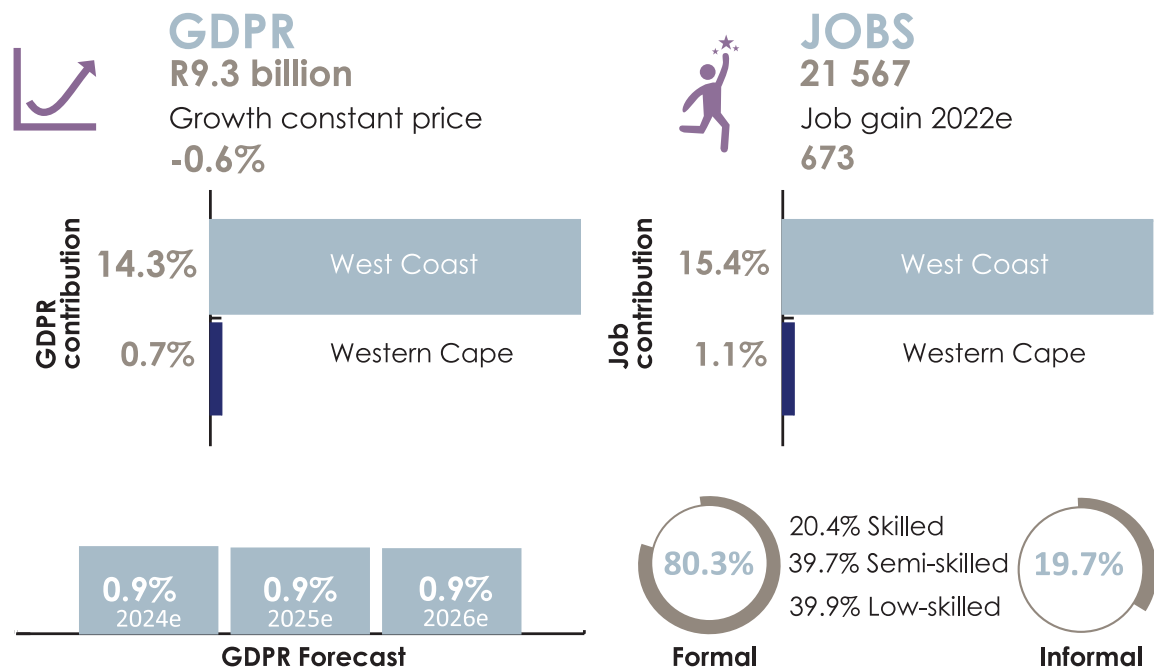
Saldanha Bay's economy is highly diversified, with its agriculture, manufacturing and finance sectors contributing the lion's share of employment (over 60 per cent in total employment occurs in these three sectors). Maritime activities, including the Port of Saldanha and related industries, are the largest source of formal employment, further strengthening the area's economic foundation. The manufacturing sector, particularly fish farming and processing, is another significant contributor, accounting for 19.3 per cent of the GDP.

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<sup>4</sup> MERO 2024-25

<sup>5</sup> MERO 2024-25

**Figure 16: Contribution of Saldanha Bay to the West Coast District Economy, 2023**



## Top Five Jobs

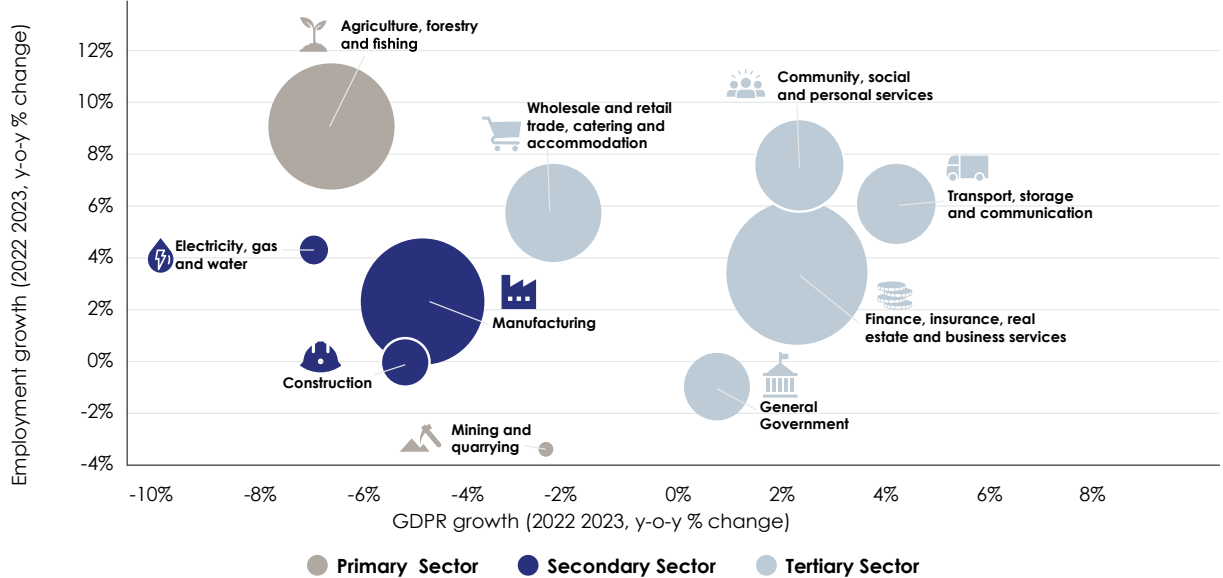
	General public administration at Local Government level	3 650
	General public administration at Provincial Government level	1 265
	General public administration at National Government level	982
	Retail of automotive fuel in specialised stores	800
	Short-term accommodation activities of guesthouses, bed and breakfast	608

Source: MERO 2024-25

In 2023, Saldanha Bay's tertiary sector showed resilience, with significant employment growth in wholesale and retail trade, catering, and accommodation and community, social, and personal services, despite some GDPR declines. The finance, insurance, real estate, and business services sector stood out, contributing the most to GDPR (20.8 per cent) with steady growth. Conversely, the secondary sector faced notable challenges, particularly in manufacturing

and construction, which experienced GDPR declines but managed modest employment gains. The primary sector struggled, especially in agriculture, forestry, and fishing, which saw a substantial GDPR decline but achieved the highest employment growth. Overall, the data underscores disparities between GDPR and employment trends, highlighting the need for targeted economic strategies to address these sector-specific challenges and opportunities.

**Figure 17: GDPR Performance Per Sector, Saldanha Bay, 2022-2023**



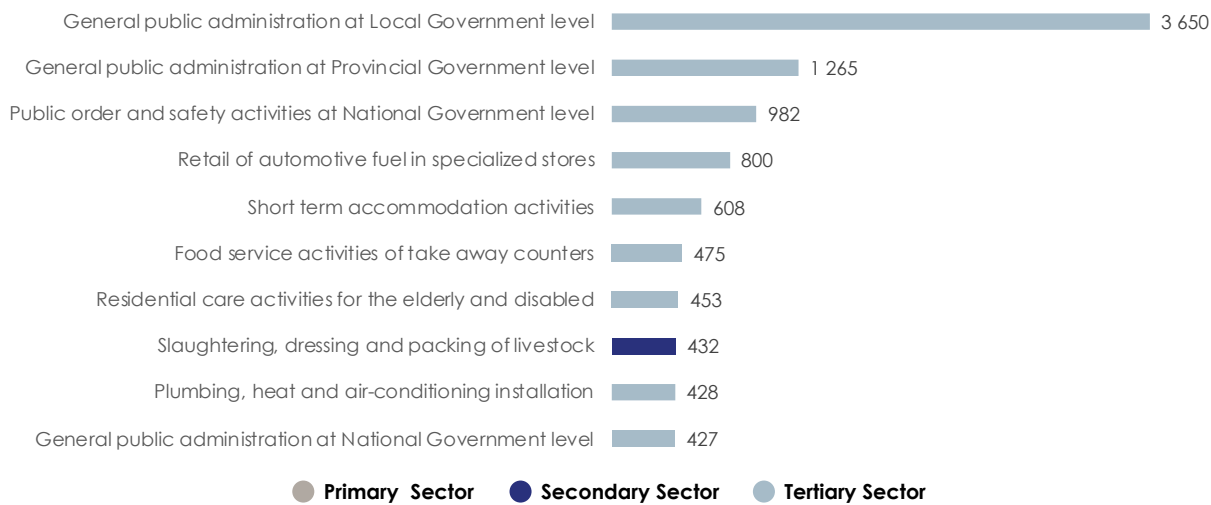
Source: Quantec, 2024

Source: MERO 2024-25

The landscape of Saldanha Bay employment is dominated by the marine fishing industry followed by freshwater fishing and marine aquaculture which are all contributors to the primary sector. Processing and preserving of fish, crustaceans and molluscs contributes to the secondary sector.

Public administration plays a crucial role in the region's employment structure. Vredenburg serves as the administrative hub of the municipal area, making local, provincial and national government a significant source of formal employment at 2 305 jobs in total. The town is home to the Saldanha Bay Municipality, along with regional offices for Home Affairs and the Department of Employment and Labour.

**Figure 18: Top 10 Occupations by Number of Full Time Equivalent Jobs, Saldanha Bay, 2023**



Source: Nell, A & Visagie, J. Spatial Tax Panel 2014 – 2023 (dataset). Version 3. National Treasury Cities Support Programme and Human Sciences Research Council (producer and distributor), 2024

Source: MERO 2024-25

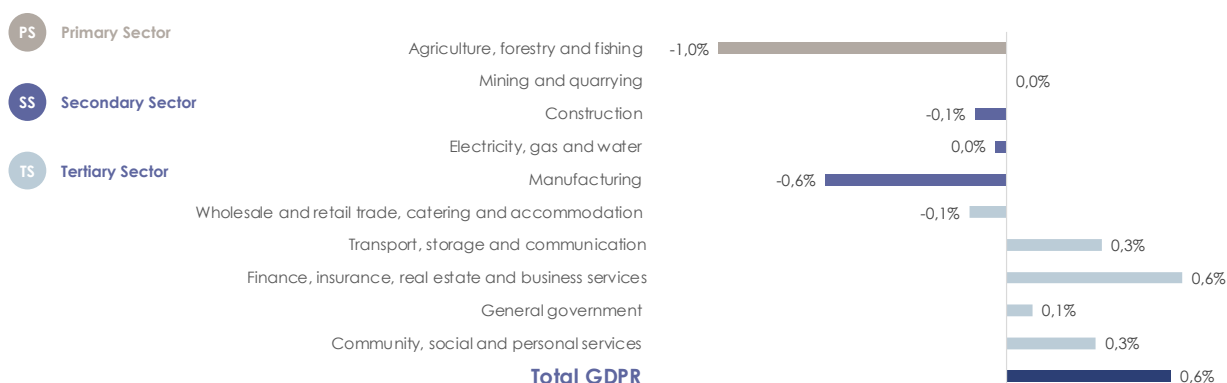
This diverse sector mix in Saldanha Bay yielded a modest decline in GDP growth of -0.6 per cent in 2023. While the overall economic growth showed a contraction, some sectors displayed relatively more resilience. The manufacturing sector, the best-performing from a growth perspective between 2022 and 2023, contributed 1.1 percentage points to GDP growth, with more modest positive contributions attributable to the transport, finance and community services sectors.

Most prominently, the agriculture and wholesale sectors contributed the most to a decline in the GDP growth rate, with the agriculture sector in particular showing for a 1.3 percentage point

contribution to the net decline in the Saldanha Bay GDP. This decline reflects the ongoing risks associated with environmental factors, such as climate change, which continue to affect local farming and fishing industries.

The mixed performance of these sectors highlights the need for Saldanha Bay to diversify its economic base further, focusing on resilience-building strategies that can help mitigate the negative impact of external shocks. By strengthening key sectors such as manufacturing and agriculture, and addressing infrastructure challenges, Saldanha Bay can build a more balanced and sustainable economic future.

**Figure 19: Sectoral Contribution to GDP Growth, Saldanha Bay, 2023**



Source: Quantec, 2024

Source: MERO 2024-25

While finance, trade, transport, and personal services showed promising growth in 2022, they remained below pre-pandemic levels due to inflation and fuel costs. Port activity, however, boomed, driven by its role in exporting coal, iron ore, and other materials. New projects like the green hydrogen hub and oil pipeline at the IDZ aim to further boost transport and manufacturing but require skills currently lacking in the largely fishing-based area. Public-private partnerships for skills development will be crucial for local communities to reap the benefits of these developments, as the workforce is currently dominated by low- and semi-skilled workers.

#### 4.1.1.8 Concluding remarks<sup>6</sup>

Despite promising developments at the IDZ, economic challenges continue to mount. Load-shedding, South Africa's ongoing logistics crisis, inflation, and rising interest rates are slowing business activity, with GDP growth projected at just 0.9% in 2025.

Greater challenges may lie ahead, posing risks to future growth and employment. The shrinking fishing grounds for the pelagic industry, the mothballed ArcelorMittal steel mill, and the unfulfilled potential of the IDZ all threaten economic stability. To overcome these headwinds, Saldanha Bay must proactively address these challenges and unlock its full economic potential.

## 4.1.2 Market Environment Analysis

### 4.1.2.1 Good practice in SEZs in Africa

The Handbook on Special Economic Zones in Africa (UNCTAD, 2021) offers a framework for African SEZs to support economic diversification, boost the African Continental Free Trade Area, and foster regional integration. Through case studies, it identifies best practices, emphasising a strategic focus, local adaptation, integrated policies, international partnerships, and enhanced environmental and social standards.

These insights align with the Freeport's Corporate Plan, especially within South Africa's medium- to long-term economic policies. **Key lessons include:**

- **Local Adaptation:** SEZs succeed by tailoring strategies to local contexts and global trends, avoiding direct replication of other SEZ models.
- **Integrated Policies and Coordination:** Effective SEZ programs require policy coherence across sectors and a unified government approach to attract investors.
- **International Partnerships:** Collaborating with international partners aids knowledge transfer, provided formal mechanisms are established.

<sup>6</sup> MERO 2024-25



- **Enhanced ESG Standards:** Focusing on environmental, social, and governance (ESG) boosts SEZ appeal and aligns with sustainable goals.
- **Knowledge Diffusion:** Policies like supplier development and SME programs extend SEZ benefits to surrounding areas, promoting economic dynamism.

This guidance shapes the strategic direction of SEZs like Freeport Saldanha, helping align them with both national objectives and global best practices.

#### 4.1.2.2 SEZ's as catalysts for industrialisation in Africa

*The African CEO Forum's report, Catalysts for African Industrialisation, offers six recommendations for making SEZs effective drivers of industrial growth in Africa, which align with best practices for SEZs. Key recommendations include:*

- **Strategic Location:** SEZs should be located near skilled labour, logistics, utilities, and raw materials. Freeport Saldanha's position in South Africa's largest commercial port, along with local workforce training and contractor development, strengthens its logistical and labour appeal.
- **Alignment with National Strategy:** SEZs perform better when focused on key sectors aligned with national and regional policies. Freeport Saldanha aligns with South Africa's policy frameworks like the ERRP and the Just Energy Transition Plan to support growth in energy and maritime sectors.
- **High-Performing Ecosystem:** Successful SEZs offer comprehensive support facilities and streamlined processes. Freeport Saldanha's Ease of Doing Business unit and dedicated infrastructure upgrades exemplify this by simplifying administrative processes for investors.
- **Phased Investment:** SEZs should grow gradually with a purpose-driven approach. Freeport Saldanha's planned expansion, while modest, aims to maximise efficiency for current and future needs.

- **Public-Private Governance:** Public-private partnerships (PPPs) help fund SEZ infrastructure while balancing stakeholder interests. Freeport Saldanha's collaboration with TNPA and ISA for port infrastructure and environmental assessments promotes PPPs to advance port development.
- **Sustainable Industrialisation:** SEZs should integrate eco-friendly and socially responsible practices. Saldanha's role as a potential hydrogen hub aligns with South Africa's climate strategy, supporting a transition to renewable energy sources and sustainable practices.

These principles align Freeport Saldanha's initiatives with broader goals of industrial development and sustainable economic growth.

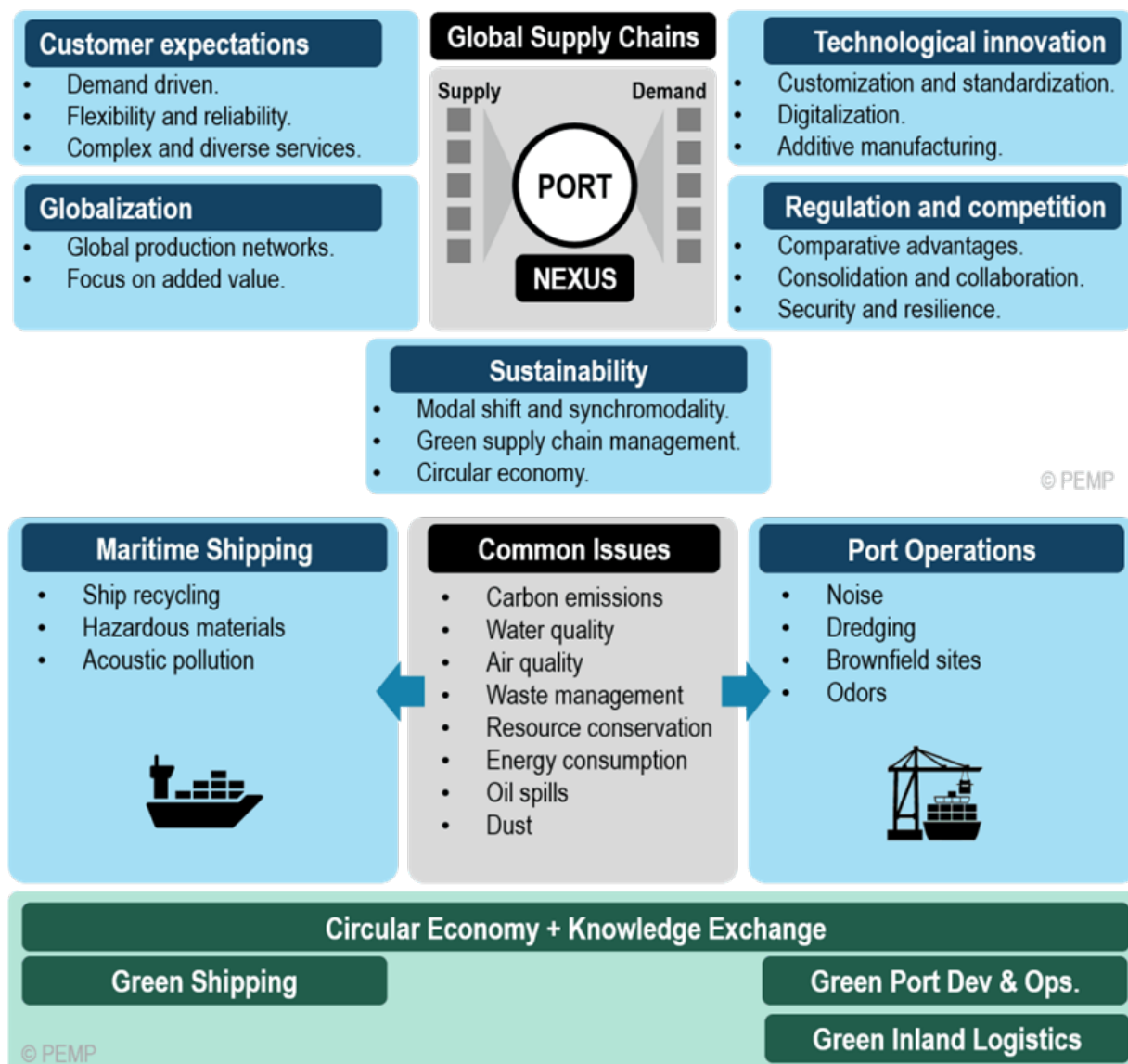
#### 4.1.2.3 The Freeport and SEZ Linkages

**The zone has significant advantages and synergies to bring to market due to its designated as a Customs Control Area (CCA) since 2019, making it South Africa's first Freeport, an SEZ in a Port with a CCA:**

- A Freeport is generally defined as duty-free areas within or adjacent to a port of entry where imported goods may be unloaded for value-adding activities, repackaging, storage and subsequent re-export, subject to special and advantageous customs procedures, and
- And with an SEZ, generally defined as a geographically designated area of a country set aside for specifically targeted economic activities, supported through special arrangements and systems that are often different from those that apply to the rest of the country. In South Africa, they support a broader-based industrialisation growth path, while helping the country achieve the objectives of the NDP and other policy initiatives. They provide additional demand at the port nexus, which will assist the SEZ and the port to deliver on their mandates.

Freeport and SEZ linkages can thus be seen as zones and ports are organised to serve the global economy and support regional and local development.

**Figure 20: Themes and Issues for a Freeport and Port Interface**



Source: Pallis TNA, Rodrigue JP, 2021. *Port Economics, Management and Policy*

Port hinterlands have seen an emerging landscape for port-related activities, leading to their regionalisation, the setting of corridors, and logistical platforms such as rail links and dry ports.

A Saldanha Bay IDZ Freeport and TNPA port collaboration will enhance the delivery of both operations' core mandates, create seamless interfaces for improved efficiencies, and allow global supply chains to be integrated into an economy to address all the current and emerging common issues for the future sustainability of both.

**Some of the specific advantages and synergies include:**

- Alignment of state entities' such as TNPA and Freeport Saldanha to leverage policy and resources.
- Improved 'ease of doing business' and reduced administrative burdens for both.
- Economies of scale and cost savings through shared facilities and processes,
- Fiscal and trade-based advantages through incentives and policy initiatives,
- Improved efficiencies through mutually beneficial collaboration and projects,
- Ability to address common issues such as energy and water security, carbon emissions, climate change and the circular economy,
- Pooled resources for innovation, knowledge exchange and 'Industry Four' initiatives, and
- Opportunities for 'Public Private Partnerships' and innovative development models.

#### 4.1.2.4 Energy Opportunity Analysis

The Freeport is extremely well positioned for commercially viable domestic, regional and export opportunities in energy markets, including oil and gas and green energy, and many of the associated manufacturing, assembly and services associated with economic activities in the energy sector in Southern Africa.

The context for energy globally has changed, opening up markets for the Freeport, based on existing and budgeted infrastructure and commercial scale contracts for offtake. The shift to cleaner and green energy, the concerns about storage linked to price and availability in the oil and gas supply chain, South Africa's international climate change commitments, and the Freeport's location and already installed infrastructure and services provide a compelling business rationale relative to competitors in terms of its location and assets (many existing) for which demand is now growing almost exponentially and is likely to continue to do so into the future.

**Highlighting three market drivers in the global and national energy landscape:**

- The global Energy Transition has been accelerated with the ongoing Russia-Ukraine War and consequential energy price volatility, leading to global players to source immediate new energy supplies and seek mid to longer term cleaner energy alternatives.
- On South African turf, South Africa continues to experience an energy shortage due to Eskom plant failures, affecting economic growth and jobs at a time when the country's cities urgently need to recover from the COVID-19 crisis to retain its competitiveness and attractiveness.<sup>7</sup>
- South Africa's Just Energy Transition Investment Plan was well received at COP27 in November 2022, highlighting South Africa's commitment to decarbonisation efforts and deployment of investment funds of US\$8.5bn to three critical areas of i) Electricity ii) New Energy Vehicles and iii) Green Hydrogen. This US\$8.5bn offer comprises grants, concessional and commercial loans, and guarantee instruments - contributing to ca. 12% of South Africa's JET IP funding needs for initial 5-year period.

Resolving the energy shortfall, meeting decarbonisation goals and addressing the energy transition requires a collective effort across private and public sectors. Furthermore, Freeport Saldanha can play a significant role as a key energy node in the Global and Southern African Energy Transition.

The Freeport appears to have very significant comparative advantages in the new energy domain and some in the traditional energy supply chain. Several commercially viable opportunities in the energy sector are open to the Freeport, which are supported by very meaningful comparative advantages relative to other locations largely driven by significant changes in demand and technology.

Its current advantages include, but are not necessarily limited to, its location, its status as a Freeport, the fact that it is a deep port, the essential nature of its location for maritime services linked to the shipping lanes it serves, its

7 <https://www.pwc.co.za/en/assets/pdf/economic-outlook/sa-economic-outlook-sustainable-options-to-plug-energy-deficit.pdf>

weather, its proximity to sources of renewable energy, the availability of significant useful land surrounding the Freeport for the development of essential renewable energy (RE) supply, the budgeted plans of Eskom, Transnet and TNPA, its proximity to Cape Town, the agricultural hinterland of the Western Cape, and the sun farms of Namibia, Botswana and the Northern Cape. It has the core of the infrastructure needed to provide services and manufacturing capacity.

These are significant comparative advantages in attracting investment to the Freeport in specific energy sectors and applications, which others do not enjoy, or where others cannot offer comparable solutions.

In cross-referencing focus areas and rationale, the following are specific priorities to examine in exploring the fullest realistic and sustainable opportunity of the Freeport as a comprehensive energy hub:

**Table 1: High Level Recommendations for a Comprehensive Energy Hub in the Freeport, 2022**

Specific priorities	Rationale
<p><b>Focus areas</b></p> <ul style="list-style-type: none"> <li>• LNG imports in quantity - Immediate;</li> <li>• Significant storage capacity- Immediate for O&amp;G;</li> <li>• Traditional upstream O&amp;G E &amp; P activities;</li> <li>• Set up as green hydrogen manufacturing inside the Freeport. Must link to RE - Immediate feasibility needed;</li> <li>• Focus on green maritime fuels as the hub for the global South and access to Africa – To be linked to feasibility above;</li> <li>• Focus on green ammonia, existing markets local and regional African linked to above.</li> </ul> <p><b>Services</b> related to the above priorities i.e., E &amp; P, wind turbine laydown, care, maintenance, decommissioning and recycling</p> <p><b>Manufacturing</b> - storage tanks, O&amp;G piping, cabling, energy storage batteries, wind energy turbine manufacturing, solar panel manufacture, battery and fuel cell manufacture.</p>	<ul style="list-style-type: none"> <li>• Oil to gas – local Eskom and Industry</li> <li>• No current LNG import facility in SA</li> <li>• Significant increase in demand for LNG, need for trader’s storage and strategic buffer</li> <li>• E &amp; P offshore may take time to recover; risk has changed and timing uncertain</li> <li>• Green hydrogen and ammonia demand will grow exponentially over the next 5 to 10 years, with green ammonia demand increasing due to continued food shortages as a result of climate change in the short term</li> <li>• Green maritime fuels set to being implemented in international regulations within five years.</li> <li>• Tank storage needed for local needs and for exporters and traders.</li> <li>• Battery and Fuel cell storage needed for power back and in stationary applications, as well as small vessels.</li> </ul>

**Immediate (1-3 years)** opportunity-based activities using existing infrastructure and capacity include construction of fuel storage terminals, movement of abnormal project renewables cargo, offshore supply base support for West SADC E&P campaigns and establishing local solar panels and battery manufacturing and or assembly capacity.

- (i) *Construction of Bulk Liquid Fuels Storage Terminals.* There is demand for additional coastal import, storage and distribution facilities within South Africa, mostly driven by ailing South African refinery capacity and the requirement for additional fuel imports for local consumption and strategic fuel reserves.
- (ii) *Movement of abnormal project renewables cargo.* The Freeport already supports the implementation of the South African National Integrated Resource Plan (NIRP) and the Independent Power Producer Procurement (IPP) Programme. By example, the Freeport and Port of Saldanha facilitates logistics and laydown area for wind turbine components for bid window 1-4, with the imminent implementation of bid window 4b to 6 anticipated in 2023 - delays in the recent bid windows are mostly attributed to global supply chain conditions and local grid constraints. The Freeport keeps a positive outlook and foresee an increase of Private Power Generations taking up the opportunity that the Energy reforms, announced in July 2022 by President Ramaphosa, may bring to the market.
- (iii) *Establishing local solar panels and battery manufacturing and or assembly capacity.* With the new national energy reforms, continued Eskom load shedding and regional Southern African market demand driven by energy resilience and scarcity, there is an increased uptake in rooftop solar facilities and battery storage requirements, leading to an increased demand for solar panels and battery storage products.
- (iv) *Offshore supply base support for offshore West SADC E&P campaigns.* 2022 has brought announcements of major oil and gas deposits offshore Namibia with more exploration activities anticipated in 2023 within South

Africa waters, specifically blocks along the coast of the Northern and Western Cape. Currently supply services are run from Walvis Bay and intermittently from Cape Town. Saldanha and the awarded consortium bid to Saldehco to operate an offshore supply base is well positioned to seize these market opportunities. Further activities are expected in Mozambique and beyond.

**Mid-term opportunity (1-5 years)** lies in the gas-fired power generation, production of green hydrogen, municipal energy resilience and more RE generation capacity.

- (i) *Gas-fired power generation* will play a key role in balancing out the intermittency of renewable energy power generation and as an energy transition fuel. Until battery energy storage, or green hydrogen can assume this role and is affordable, gas may be the most cost-effective technology available, and there may be a 10-to-15-year window to engage in an LNG to power project, without sitting with stranded assets.<sup>8</sup> Similarly, to the IPP programme, an RFP for gas-to-power is anticipated to be published as part of bid window 7 in March 2023, which is of interest when linked to Eskom's plans for gas to power for the region.<sup>9</sup>
- (ii) *Production of Green hydrogen derivatives include chemicals such as hydrogen and ammonia.* Within the context of global pressures on energy, carbon emissions and market demand for green hydrogen, the Western Cape's potential has been explored in a range of international studies. Major financiers and agencies from Europe, the USA and other major energy markets have indicated support for green hydrogen developments in South Africa and have included the Western Cape as one of the priority locations for potential development. Investment interest to establish green hydrogen projects (especially in Saldanha) has also seen a major spike since the beginning of 2022.<sup>10</sup> Opportunities are focused on green hydrogen for local consumption and extensive export, and green maritime fuels, supported by major industries' interest such

<sup>8</sup> Intellidex Western Cape Growth Diagnostic May 2022

<sup>9</sup> IRP 2019

<sup>10</sup> Western Cape Government Position Paper: Green Hydrogen, November 2022



as ArcelorMittal and Sasol<sup>11</sup> as well as national government entities namely Infrastructure of South Africa and the Department of Public Works. Saldanha green hydrogen investor projects have been gazetted as SIPs – strategic integrated projects<sup>12</sup>. Freeport Saldanha will require additional land as well as spatial and environmental masterplans to incorporate the production and handling of green hydrogen derivatives and further pre and feasibility studies with the private sector in 2023-2024.

- (iii) *Renewables generation capacity*. Considering the requirement for renewables as part of the green hydrogen value chain, local wind energy production and production of solar energy are advised close to the Freeport on available land, based on predicted RE demand from Eskom and industry at large.<sup>13</sup> RE facilities can be set up in partnership with Eskom or if preferred with international investors (or both, as offtake agreements are set to increase.
- (iv) *Municipal Energy Resilience*. Municipalities need to play a key role in resolving the energy supply gap and thereby contribute to local economic development, job creation, and the rebuilding of social cohesion as highlighted in PWC's report<sup>14</sup> 'Municipal energy: The cities' role in managing the energy supply challenges' outlines what can be done in the local municipal sphere to help fix the energy shortfall. This aligns with the Western Cape Government's initiatives called the Municipal Energy Resilience (MER) Initiative and works closely with the local municipalities on easy wins such as micro-grids, small scale embedded grid generation (SSEG), biogas and wastewater plant projects but also how municipalities can transact directly with Independent Power Producers (IPPs).<sup>15</sup>

**Longer term opportunity (1-10 years)** lies in phasing the Freeport as a comprehensive energy hub in the South, focussing on green (low/no carbon), serving the maritime industry, exporting green energy, and serving domestic markets along RE, Oil and Gas, Green Hydrogen and Green Chemicals value chains. This will include specific (and probably niche) goods and services related to the value chains as they unfold. Examples include a full circular economy linked to energy. By this stage, much will have changed as the external economic environment is in a state of extreme dynamism. A review should be conducted of key invested markets periodically by engaging directly with investors and industrialists in the region.

#### 4.1.2.5 Maritime Opportunity Analysis

'Marine Manufacturing and Services' sectors include ship and boat building, marine fabrication and component supply, ship and oil rig repairs and maintenance, ship recycling and 'green' recycling, ship upgrade and refurbishment and the value chain of supporting services for the sector (including abnormal, project and bulk logistics). This is broadly defined as the maritime sector.

The market assessment has investigated global and local trends, market drivers, size and locations of markets, growth rates and various segments, together with the impact of Covid-19 and the emerging drivers of future trends, including new maritime fuels and carbon abatement. This analysis has drawn the information to a South African and then Western Cape and Saldanha Bay level, with a number of maritime opportunities and their application identified, together with market demand potential indicated, where available.

11 <https://www.sasol.com/media-centre/media-releases/sasol-arcelormittal-south-africa-partner-decarbonise-and-reindustrialise-vaal-saldanha-through>

12 [https://www.gov.za/sites/default/files/gcis\\_document/202212/47658gon2835.pdf](https://www.gov.za/sites/default/files/gcis_document/202212/47658gon2835.pdf)

13 Eskom plans and allocations, - 2031 (2021)

14 <https://www.pwc.co.za/en/assets/pdf/cities-role-in-managing-the-energy-supply-challenges.pdf>

15 <https://www.gov.za/speeches/premier-alan-winde-making-western-cape-more-energy-resilient-4-jan-2023-0000>

**Table 2: High Level Market Potential for Maritime Manufacturing and Services, 2022**

#	Item and Timing	Market & Application	Market Demand Potential
1	Ship and Boat Building [Immediate & Port Infrastructure dependent]	Ship fabrication – Public & Private, Commercial boat fabrication – Public and Private  Leisure boats & yachts, Import substitution, and Export competitiveness	Africa: UN, AU, AfCTA, AIM 2050.  AEZO, SADC, Yachts for export, SOM of R 89.9 million
2	Vessel / Rig Repair & Scrapping (Green) [Immediate & Port Infrastructure dependent]	Green ship recycling, Vessel servicing, 'Wet' repairs (Floating Dock), and Planned & Emergency repairs.	Vessels past SA (9,011 in 2020), Shorter scrapping cycles, 'Green' scrapping trend, SOM of R 570 million.
3	Maritime Services [Phased SBIDZ]  SA Leisure & Commercial Boats, Yachts & Kayaks	Industry Four (4IR), ICT & 'Digital', IMO Certification / Registration, Ship fuel upgrades & 'Carbon' fitment.  Boats, components, services, sales. 67 firms with 3,382 employees	TAM – Large in US \$.  SAM of R4.2 billion SOM of R2.8 billion
4	<b>Export</b> Maritime (HST <sup>16</sup> ) Competitive Advantage [Phased SBIDZ]	Yachts and other vessels, 'Other' vessels (HST), Light vessels, floating cranes, and Radar, radio & electric lamps.	TAM of R6.1 billion (SA) TAM of R2.8 billion (WC) Competitive advantage, Leverage of Cape Town.
5	<b>Import</b> Market (HST) Substitution [Phased SBIDZ]	Tankers & transport vessels, Yachts & 'Other' vessels (\$15 billion), Stranded wire & cables (steel), and Wiring, electric lamps.	TAM of R3,808 billion (SA), SAM of R2,816 billion (SA), Local imports growing, Capacity/Skills to replace (?)
6	Energy [Infrastructure Provision]	ICT & 'Digital', fabrication, upgrades.	TAM – Large in US \$.
7	Steel Industry [Phased SBIDZ]	Synergy with ship building, scrapping.	TAM – Large in US \$.
8	Strategies, Cross Cutting Issues and Enablers: <ul style="list-style-type: none"><li>• Common User Facility (CUF) – Synergies and 'Crowding In' effects.</li><li>• Timing: Establish Port Infrastructure.....Enabler of a range of related activities.</li><li>• Africa &amp; Cape Town Market Overflow – Ship Building / Repair / Scrapping.</li><li>• Import Substitution (HST) – Develop competitive advantage.</li><li>• Export Promotion (HST) – Harness competitive advantage.</li></ul>		
TAM: Total Addressable Market; SAM: Serviceable Available Market; SOM: Serviceable Obtainable Market <sup>17</sup> .			

16 Harmonised System Tariff

17 The concept of the 'Total Addressable Market' has been used for the full market potential, within the context that South Africa is only able to realistically consider the 'Serviceable Available Market', and that when the geographic location, physical facilities and infrastructure, knowledge base and skills, policy, finance and incentives are considered objectively, then the 'Serviceable Obtainable Market' is the market that the Freeport could realistically consider for its operations and strategic objectives.

This market demand assessment has been undertaken in the context of the current South African socio-economic, policy and political framework which has necessitated an evaluation of the potential competition, strengths weaknesses, opportunities and threats with the traditional PESTEL and SWOT analysis frameworks, including deliverables to date. Policy uncertainty, a lack of critical service delivery, particularly electricity and state capacity are highlighted as significant risks which could undermine the efforts of the Freeport to attract international market participants and partners, as may be required in order to approach the potential markets highlighted here.

In terms of the G4J strategy the maritime activities and initiatives are highly dependent on securing iron clad agreements with the Port Authority on the port and Freeport's development and planning.

#### 4.1.2.6 Internal Environment Analysis

Freeport Saldanha is a unique industrial property and infrastructure investment asset and programme to the WCG's policy priority of private sector-led economic growth. As Operator of the SEZ, the Freeport has legislated functional responsibilities to invest, operate and maintain its assets and properties, and provide various services to tenants and customers. As per SEZ policy and legislation, the Freeport must aim to promote national economic growth and exports of manufactured goods and tradable services by using support measures in order to attract targeted foreign and domestic investments and technology, and in so doing, it initiates various projects and requires various business processes to fulfil its functions and aims.

Developed and operated on the recognition that it is not the Government's role to create jobs, but rather to deliver an enabling environment for entrepreneurs, businesspeople, and citizens to succeed, the Freeport since start-up in 2014, has established a trusted, credible and attractive conducive business environment by striving to overcome binding constraints to private sector investment within the bounds of its permissible remit.

The Freeport has ownership outright of 111ha of gross lettable land,<sup>18</sup> together with all the buildings and utilities installed on this portion. The zone has 131,6ha already fully-serviced land, upgraded municipal bulk utilities, a commercial property called the "Access Complex", three (3) warehouses built, 10,5 ha of project leasing facilities available in the port for short-term rentals, and two (2) further warehouses being designed and built with secured funding for equipment manufacturer and assembler firms.

Land within the Port of Saldanha and owned by TNPA is also included in the total 356ha SEZ footprint and 70% of the entire SEZ footprint (a mix of owned and TNPA port-land) has an attractive customs-controlled area status, which is a first for South Africa in the SEZ Programme. By September 2024 over R 963m CAPEX has been spent to reach the current stage of development and establishment.

Freeport Saldanha's operations are divided into three key activities, with corporate services running across all. Corporate services have the overarching objective of implementing best practice governance and administration systems in support of the operations of the Company. The operations and corporate services activities are based on the responsibilities and functions of the Freeport from legislation and demand and needs from customers.

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<sup>18</sup> 170,8 ha of lettable land overall within the 356ha designated in 2014.

**Table 3: Freeport Saldanha Operations into Key Activities**

<b>Activity 1:</b> <b>Enabler for Economic Development and Growth Opportunities for Private sector Investment</b>	<b>Activity 2:</b> <b>Infrastructure, Buildings and Logistics</b>	<b>Activity 3:</b> <b>Support Services and “One-Stop-Shop”</b>
<p><b>We invest in and operate profitable and enabling processes.</b></p> <p>Such as:</p> <ul style="list-style-type: none"> <li>• TNPA &amp; Freeport Saldanha Operational Model</li> <li>• Freeport Area Designation</li> <li>• Standard Operating Protocols for Tenants and Users</li> <li>• SEZ Incentives</li> <li>• Business Development Market Research, Feasibility Studies and Investment Promotion</li> </ul>	<p><b>We invest in and operate infrastructure, facilities and properties.</b></p> <p>Such as:</p> <ul style="list-style-type: none"> <li>• Marine Infrastructure Investments<sup>19</sup></li> <li>• Serviced Land</li> <li>• Office &amp; Industrial Buildings</li> <li>• Common-Use Infrastructure and Facilities</li> <li>• Estate Management</li> </ul>	<p><b>We invest in business relationships and people.</b></p> <p>Such as:</p> <ul style="list-style-type: none"> <li>• TNPA &amp; TRANSNET</li> <li>• SBM</li> <li>• WCDM</li> <li>• WCG (DEDAT, DEA&amp;DP, DTPW, WCED, DSD)</li> <li>• National (ISA, DTIC, NT, DPE, DOT, DMRE, DFFE, SARS)</li> <li>• Institutional Investors (IDC, DBSA, Afrexim Bank, AfDB, NDB, World Bank, EIB)</li> <li>• Industry (SAMSA, SFF, SAOGA, Private Sector Institutions, Labour Unions, SETAs)</li> <li>• Civic Institutions</li> <li>• Saldanha Bay High School Programme</li> <li>• Saldanha Bay Innovation Campus (SBIC)</li> </ul>
<p><b>Cross-Cutting Activity: Corporate Services in Support of Operations</b></p> <p>Such as: Governance, Legal, Financial Management, Human Resource Management, Supply Chain Management, Information Technology and Corporate Communications</p>		

<sup>19</sup> Interchangeable with “port infrastructure”.

### 4.1.3 Accounting Authority

#### Policy formulation and oversight

The Board is committed to the highest standards of integrity and ethical behaviour. The code of conduct outlines the values and behaviours that govern their way of working across the business. It fosters values-based decision-making and demonstrates how the policies and practices align with the values. The values define the way the Board and employees think, work and act. The Company is committed to shared growth which means having a positive impact on society and delivering shareholder value. This is an indication of good corporate citizenship.

Strong ethical leadership and corporate governance is driven through the Board Charter, which is the foundation of the governance principles and related practices. The charter clearly sets out the matters reserved for the Board. Board members' roles are clearly articulated and outlines the mandate of all board and sub-committees. All company policies are discussed and approved by the Board.

#### Supervising management

Through the Board and its Committees, the Board is able to provide the necessary management supervision. The various Committees are able to provide the required focus on specific areas of the Company, namely the: Audit, IT and Risk Committee; Human Resources, Remuneration, and Social and Ethics Committee; Investment Committee; and Nominations Committee.

The internal governance framework has been defined to manage risks. Independent internal audit provides internal assurance to the Board regarding effectiveness of internal controls and governance. External auditors provide assurance on the Company's capability. Financial reporting is provided to the Board and reviewed in the Audit, IT and Risk and Investment Committee. The Audit, IT and Risk Committee is responsible for financial results and annual budgets.

### Ensuring accountability

The Board and its Committees aim to meet quarterly. The responsibilities of the Committees as outlined in its mandates include internal controls, operational risk, compliance, internal and external audit, accounting and external reporting. External auditors also provide assurance to the users of the annual financial statements, owners, regulators and legislators. External auditors are appointed and are accountable to the Board. The Chairperson and Chief Executive Officer lead engagements with the regulators and Shareholder.

The Board is accountable to the Shareholder and is responsible for creating and delivering shareholder value. The right balance is ensured in promoting long-term growth and delivering short-term performance.

### 4.1.4 Human Resources

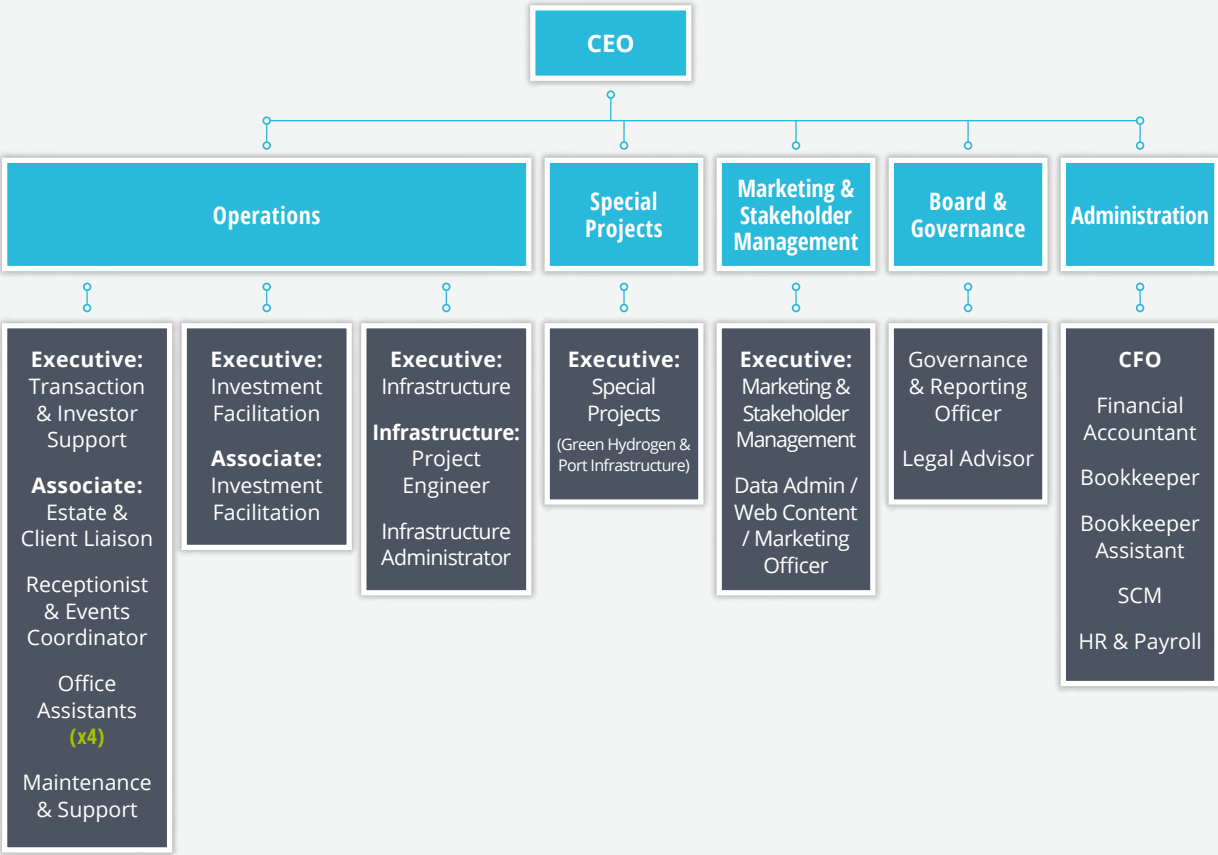
Human resources are structured to ensure setting up the Freeport effectively and efficiently. There are two programmes in the Company, namely, Administration and Operations. The goals and objectives of each are clearly documented and aligned with the strategic goals of the Company.

Going forward, it is anticipated that the number of staff may marginally reduce, focusing on a leaner structure in order to drive industrial land sales and marketing with the view to ensure investors on the ground in order to ensure that the zone becomes fully functional. This process will take place gradually over the period 2024/25 – 2027/28, with due responsiveness to the Company's ability to deliver against its strategic priorities and its fiscal environment in a tough business environment and low investment climate.



The reviewed organogram is included below.

**Figure 21: Company Organogram**



#### 4.1.5 Information Communication and Technology

The Audit, IT and Risk Committee govern technology and information in a way that supports the Company's setting and achieving of its strategic objectives. The Committee's responsibilities include overseeing results of management's implementation. This includes integration, business resilience, monitoring for responsiveness to cyber security and social media risks, third-party and outsourced service provider risks, value delivered from technology investments and projects, disposal of obsolete technology and information, ethical and responsible use and compliance with laws.

The Information Technology policy and frameworks are approved by the Board and reviewed every three years to ensure that it is in keeping with industry best practice.

#### 4.1.6 Financial Resources

A fundamental financial objective of the foreseeable future is to achieve self-sustainability. Tied to the aforementioned, is the equally important objective of operating an efficient zone to facilitate the attraction of domestic and international investors.

The Administration Programme has the overarching objective of implementing best practice governance in support of the operations. The programme has a complex role due to its need to balance the business needs and requirements of the operations, whilst at the same time undertaking a crucial governance function within the Company as a state-owned company, providing a treasury function to ensure optimum spending and utilisation of financial resources.

Functions of the unit include budget maintenance, supplier maintenance, audit maintenance, tax management, annual financial statements, ensuring compliance with SCM legal framework and other relevant legislation, fixed assets management, cash management, financial management, securing funding for operational needs and capital projects and reporting

to stakeholders. The reports issued by the Company enable stakeholders to make informed assessments of the Company's performance, and its short, medium- and long-term prospects. The successful execution of these functions will continue to improve the drive to commercial self-sustainability. The budget for fiscal year 2025/26 is as follows:

**Table 4: Medium-term Company Budget Summary**

Description	Audited 2022/23	Audited 2023/24	Estimated outcome 2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000
Operational Expenditure	68,673	45,555	39,745	49,069	45,222	46,050
Capital Expenditure	15,518	41,121	51,142	88,455	53,734	1,550
<b>Total Expenditure</b>	<b>84,191</b>	<b>86,676</b>	<b>90,887</b>	<b>137,524</b>	<b>98,956</b>	<b>47,600</b>
Staff complement	46	42	36	25	25	25

**Table 5: Medium-term Programme 1: Administration Budget Summary**

Description	Audited 2022/23	Audited 2023/24	Estimated outcome 2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000
Operational Expenditure	21,101	19,866	18,440	23,055	22,522	22,806
Capital Expenditure	1,456	653	1,480	1,510	1,580	1,550
<b>Total Expenditure</b>	<b>22,557</b>	<b>20,519</b>	<b>19,920</b>	<b>24,565</b>	<b>24,102</b>	<b>24,356</b>
Staff complement	20	20	11	12	12	12

**Table 6: Medium-term Programme 2: Operations Budget Summary**

Description	Audited 2022/23	Audited 2023/24	Estimated outcome 2024/25	2025/26	2026/27	2027/28
	R'000	R'000	R'000	R'000	R'000	R'000
Operational Expenditure	47,572	25,689	21,305	26,014	22,700	23,244
Capital Expenditure	14,062	40,468	49,662	86,945	52,154	–
<b>Total Expenditure</b>	<b>61,634</b>	<b>66,157</b>	<b>70,967</b>	<b>112,959</b>	<b>74,854</b>	<b>23,244</b>
Staff complement	26	22	25	13	13	13

## 4.2 Strategic Priorities

Freeport Saldanha is a public entity, operating a unique industrial property and infrastructure investment asset as a SEZ. Though it does business with the private sector and is very agile in that regard, it is not in its foundational form, based on legislation, “the private sector” or a “private sector property developer”.

SEZs must develop and establish an investment-friendly operating environment to allow business to thrive and add value to the economy, whether in terms of jobs, investments, exports, economic diversification or other policy objectives. The Freeport will seek to achieve these objectives through a transformation strategy as a key strategic initiative.

The success of investments made and to be made in the SEZ depends upon all aspects of the Company's corporate governance track record, the demands and needs of investors<sup>20</sup>, the property, the port, the regional economy, and the national investment climate from the policy alignment within government towards foreign and domestic direct investment, industrialisation, sustainability and climate change and employment creation, amongst many other policy matters.

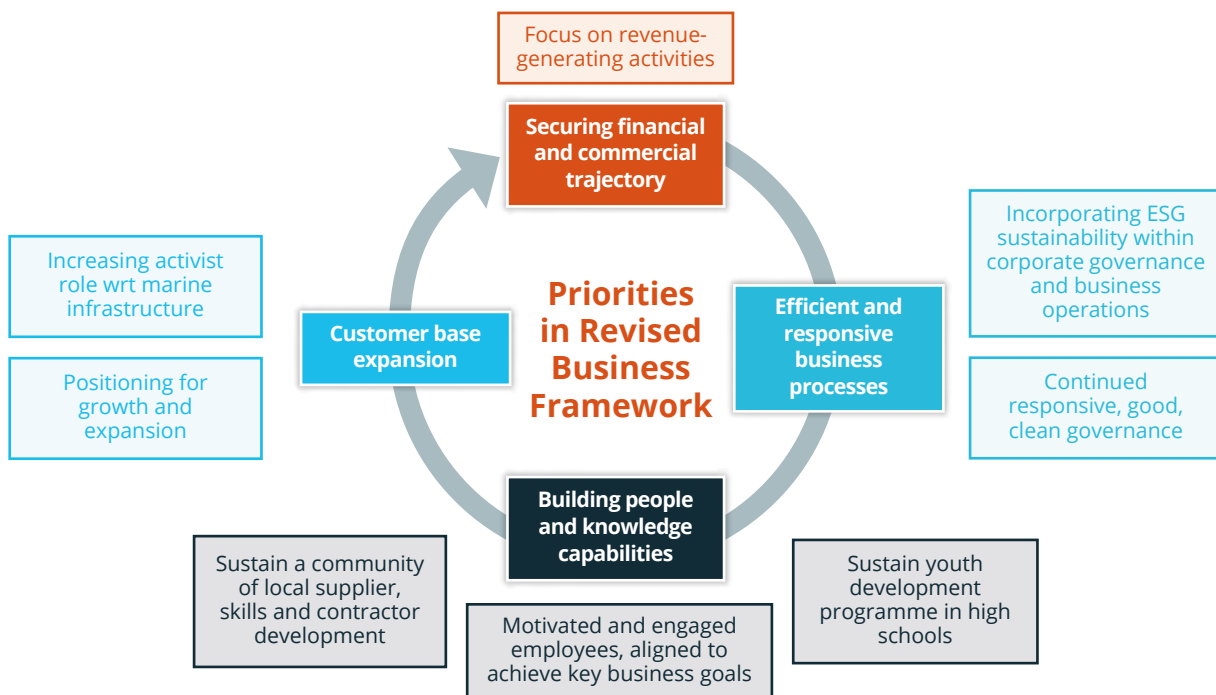
The 5-Year Strategic Plan's business framework translates the contexts of the local, internal and market environment into the strategic priorities of the entity and the strategic results it aims to see. These have been incorporated into Management's performance management system under eight (8) business goals within a balanced scorecard approach.

<sup>20</sup> See 4.1.2.

**Figure 22: 2025 - 2030 Business Framework**

<b>Mission</b>	Fostering responsible investment in the Freeport, as an inclusive and sustainable economic catalyst			
<b>Values</b>	Pioneering	Partnership Focused	Accountable	Sustainability-Driven
<b>Vision</b>	Our vision is to be Africa's premier maritime, energy and logistics Freeport, offering a world-class integrated shipyard, engineering, fabrication, logistics and services Freeport environment to zone users and tenants.			
<b>Strategic Priority</b>	Commercial Self-Sustainability	Catalytic Infrastructure & Facilities	Local & Industry Readiness	Business, Government & Society Partnerships
<b>Strategic Result</b>	Increasing value created for Shareholders & Stakeholders alike, for now and years to come.	Increasing contribution to local & regional productivity and employment.	Strong & competitive local & regional value chains for the maritime & energy industries.	Accountable, professional business relationships, supported by a brand promise based on successes in inclusivity, transformation and sustainability

**Figure 23: Revised Business Goals in Balanced Scorecard**



#### 4.2.1 Policy and Priority Alignment

South Africa's Just Energy Transition Investment Plan (JET IP) (released in November 2022) for the initial period of five years (2023- 2027) gives effect to the historic Just Energy Transition Partnership (JETP) forged at the UNFCCC's (United Nations Framework Convention on Climate Change) 26<sup>th</sup>

Conference of the Parties (COP26) between the government of South Africa and the governments of France, Germany, United Kingdom (UK), United States (US), and the European Union (EU) (forming the International Partners Group [IPG]).

The JET IP identifies the initial priority investments to transition the electricity sector to a low-

emissions trajectory. It also looks to develop green industrialisation opportunities in this sector and in the new energy vehicles (NEVs) and green hydrogen (GH<sub>2</sub>) sectors. The green hydrogen (GH<sub>2</sub>) economy presents new opportunities for South Africa. It can enable the transition of key carbon-based and international trade-exposed sectors, protect the competitiveness of downstream industries, allow and enhance exports, boost GDP, support domestic decarbonisation, and create jobs. Internationally, GH<sub>2</sub> and its derivatives are increasingly seen as an important part of the solution to addressing GHG emissions in hard-to-abate sectors, including the transport industry, petrochemical industry, iron and steel industry, cement industry, and in the longer term, the power sectors. The JET IP also notes that for “South Africa to realise its competitive advantage and successfully capture a share of the global export market, a local GH<sub>2</sub> ecosystem needs to be incubated. This requires significant investment into production and skills development, along with a complex and coordinated system of supporting infrastructure.” To optimise this GH<sub>2</sub> ecosystem, the Country has to develop supply-demand hubs with the required supporting infrastructure which includes ports, storage, pipelines, grid infrastructure, and SEZs.<sup>21</sup>

As the first SEZ to be located within a port, Freeport Saldanha is uniquely positioned to serve as a potential GH<sub>2</sub> hub. It is with this in mind that the Freeport Saldanha IDZ has signed a memorandum of understanding (MOU) with Sasol South Africa Limited (Sasol) to facilitate the development of a green hydrogen hub in Saldanha Bay. Under the terms of the MOU, the parties agree to collaborate and provide support in establishing a green hydrogen hub that will unlock new economic opportunities in the region and Western Cape, and in doing so, seek to collaborate on the project identification, preparation, pre-feasibility and feasibility assessments with a view of achieving a bankable and implementable project.

**The logic behind the parties concluding this MOU to pursue the development of a green hydrogen hub in Saldanha Bay becomes increasingly clear when one considers South Africa's GH<sub>2</sub> value proposition as set out in the JET IP, which are:**

- *High-quality, large-scale renewable energy potential:* As noted by the Mr Thomas Roos, a senior research engineer at the CSIR, the Saldanha Bay region has “excellent” solar and wind resources that have the potential for large renewable energy electricity at competitive costs, making it an ideal location to produce green hydrogen.<sup>22</sup>
- South Africa’s central global geographical location which enables exports to both Europe in the west and Japanese, South Korean, and other markets in the east: Located in the largest and deepest (23m draught) natural port in the southern hemisphere, Freeport Saldanha IDZ, as the name suggests, operates as a freeport with streamlined investor procedures supported by the Company’s Ease of Doing Business model. Due to its designation as an SEZ, the Company can leverage the SEZ programme and legislation to realise additional benefits and support for investors. Saldanha Bay itself, is also ideally situated to play a critical enabling role in developing the South African hydrogen economy due to the existing value chains, including the rail and port infrastructure that form the Saldanha-Northern Cape and Saldanha – Cape Town Logistical Corridors.
- The production of GH<sub>2</sub> also has synergies with water security, as desalination plants are only a fraction of the cost of the final product.: Between 2015 and 2017, the Western Cape Province experienced three consecutive years of below-average rainfall, leading to its worst drought in more than a century. Whilst the situation has improved somewhat, the West Coast district and the Saldanha Bay Municipality was and remains vulnerable to the impacts of a sustained drought. As such, it makes sense to develop additional desalination capacity in the West Coast area to secure freshwater provision and drive the production of GH<sub>2</sub>.

<sup>21</sup> South Africa’s Just Energy Transition Investment Plan

<sup>22</sup> <https://www.engineeringnews.co.za/article/saldanha-bay-ideal-for-green-hydrogen-production-2022-04-19>



- *South Africa has unique expertise in the beneficiation of GH<sub>2</sub> into e-fuels:* The JET IP notes that Sasol has already created proprietary technology that is used to enable the local beneficiation of GH<sub>2</sub> into derivative CTLs, including e-Ammonia, e-Methanol, and sustainable aviation fuel. The Freeport Saldanha IDZ's burgeoning partnership with Sasol will allow the Company to in the future leverage Sasol's technical expertise to unlock GH<sub>2</sub> export markets for South Africa.

South Africa's inaugural Country Investment Strategy (CIS) aims to position South Africa as a key preferred African investment destination by attracting and facilitating quality Foreign and Domestic Direct Investment into the country, in a well-coordinated manner, anchored by quality institutions and robust economic infrastructure networks. The CIS lists five Country Strategic Investment Programmes (CSIPs) known as "Big Frontiers" which are strategic investment attraction initiatives that will drive the requisite levels of Foreign Direct Investment (FDI) and Domestic Direct Investment (DDI) that match the ambitions of the NDP. These Big Frontiers are:

- Green Hydrogen – South Africa at the Forefront of Green Energy.
- Driving wide and deep digital coverage to position South Africa as Africa's Hub for Next Generation Digital Industries and Infrastructure.
- Special Economic Zones (SEZs) anchoring Advanced Manufacturing and Logistics Networks.
- Industrial Cannabis and other advanced Agro-processing opportunities linked to AfCFTA.
- Hyper-scaling ESG/Impact Investing linked to Social and Green Economy Objectives.<sup>23</sup>

While the logic behind the establishment of Freeport Saldanha as a GH<sub>2</sub> hub as explained above clearly reflects alignment with the GH<sub>2</sub> "Big Frontier" as set out in the CIS, it should be noted that the Zone is also uniquely positioned to serve as an anchor for advanced manufacturing and logistics networks.

Freeport Saldanha is specifically focused on developing the maritime, energy and logistics sectors and as such will offer a platform for

global exports by attracting foreign and local investment in manufacturing industries. In addition, the Zone is strategically located within the deep-water port of Saldanha Bay, which allows for easy access to worldwide shipping routes. In addition, the Zone is served with well-developed road linkages to other parts of the Western Cape and South Africa and is also located in the Port and thus has access to the Saldanha – Northern Cape Logistic Rail Corridor. It is thus clear that the Freeport Saldanha IDZ is a prime logistics location.

Since the Zone operates as a freeport and is designated as an SEZ, tenants and qualifying investors have access to various incentives, including custom control area benefits as well as national, provincial, municipal and industry or sector specific incentives. As noted in the CIS in relation to the "Big Frontier: Special Economic Zones (SEZs) anchoring Advanced Manufacturing and Logistics Networks", *"expanded, modernised port capabilities are critical"*. The Company wholeheartedly agrees and as such has been working with critical stakeholders such as the TNPA to develop port infrastructure at the Port of Saldanha.

The National Infrastructure Plan (NIP) Phase 1 includes major long term (2050) infrastructure projects which are called Strategic Infrastructure Projects (SIPs). It identifies SIP5: "Saldanha-Northern Cape development corridor, including integrated rail and port expansion and back-of-port industrial capacity" as a top priority SIP to implement. In addition, the NIP Phase 1 notes that Government will frame SEZ projects to leverage industrialisation opportunities and enable Private-sector-led implementation of intermodal hubs.<sup>24</sup>

On the 6<sup>th</sup> of December 2022, the National Department of Public Works gazetted three sub-projects under SIP 20: Energy. These sub projects are the "Just Energy Transition Partnership" (JETP), "Green Hydrogen National Program" (GHNP) and the "Oil and Gas National Program" (OGNP). The registration of these projects with Infrastructure SA as under a SIP will do much to assist in driving and accelerating the work that Freeport Saldanha is doing in establishing an energy, marine repair, fabrication, logistics and related servicing hub at the Port of Saldanha.

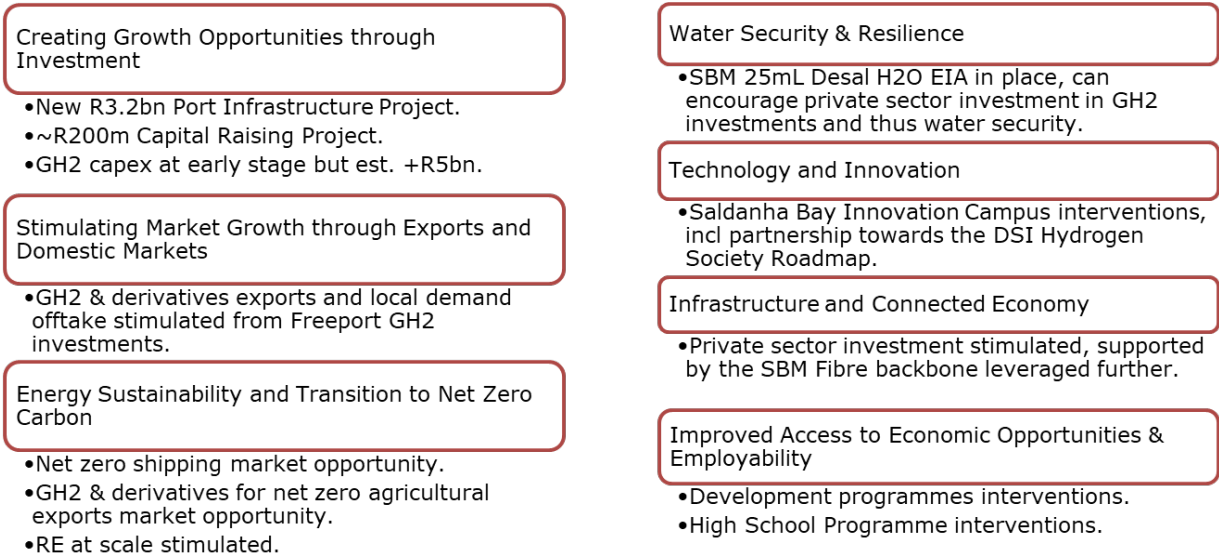
<sup>23</sup> South Africa Country Investment Strategy (2021)

<sup>24</sup> The National Infrastructure Plan: Phase 1

The Economic Reconstruction and Recovery Plan (ERRP) notes that the pursuit of green industrialisation and a green future is an important intervention not only in addressing the persistent challenges of inequality, poverty and unemployment, but also in offering a sustainable solution to climate vulnerability and driving economic competitiveness. In the addition the ERRP notes that SEZs will be used to maintain the South African investment pipeline momentum in the short term.

As noted earlier (see figure 1), the G4J Strategic Framework identifies the following three universal drivers or pillars of growth that underpin the WCG's efforts to achieve the G4J's vision: enabling the business environment, supporting growth opportunities and stimulating market growth. In addition, the G4J strategy identifies seven Priority Focus Areas (PFAs) which are aimed at creating the required foundation on which the three pillars will rest (graphically depicted in figure 2). The PFAs aim to create an enabling environment to grow the economy and create jobs. Figure 24 illustrates the programmatic alignment between the PFAs and the company's strategic priorities.

**Figure 24: Freeport Saldanha Alignment to G4J PFAs**



### 4.2.2 External Enablers

#### 1. Integrated SEZ policies and frameworks support an enabling, effective environment

The SEZ programme requires coherence with regard to initial funding support from relevant departments and institutions, specifically in respect of SEZ operational funding, capital funding, investment incentives, developmental programme initiatives, and project financing from development financing institutions, as applicable.

Strong relationships with the primary partners, specifically, the Western cape Government, the Saldanha Bay Municipality, the West Coast District Municipality, Transnet/TNPA, the dtic,

and Treasury (both Provincial & National), and Trade Unions are in place, and these must be enhanced with clear shared commitments and responsibilities towards signalling to investors that the country and its institutions are open for business, and are fully committed to facilitating investors' activities and affected and interested stakeholder's interests and needs, as applicable.

This is a prime external enabler required to support the strategic priorities of the Company, as the SEZ programme in South Africa does not have an all-encompassing mandate and so must work with the public sector to secure the enabling, effective, environment for the programme in a competitive international investment climate.

## 2. National infrastructure drive and institutional reforms within key state-owned companies.

The ERRP is the culmination of work between government, business, labour and community at NEDLAC and includes key commitments from each stakeholder to achieve its objectives, and it has a key focus on accelerating the delivery of bankable infrastructure projects for private sector participation, such as those driven through the Infrastructure South Africa office within the Presidency. This supports the Freeport's strategic objective of facilitating and delivering catalytic infrastructure, namely, for the port infrastructure project for the maritime and energy sectors the Freeport has already committed resources towards an Early Business Case during 2020 and 2021.

Operation Vulindlela is a government-wide approach through which Ministers, departments and entities implement structural reforms and a Vulindlela unit in the Presidency and National Treasury monitors progress and actively supports implementation. Its aim is to fast-track the implementation of high-impact reforms, addressing obstacles or delays to ensure execution on policy commitments.

Operation Vulindlela aims to modernise and transform network industries, including electricity, water, transport and digital communications. These network industries are the bedrock of economic growth and are essential to creating a globally competitive economy. In addition, reforms to the visa regime are being prioritised to attract skills and promote growth in tourism.

Regarding the priority reforms in the transport sector, pertinent to the Freeport is the corporatisation of the TNPA, as required by the National Ports Act, and is intended to increase the competitiveness of South Africa's ports by separating its functions from other divisions within Transnet. In addition, reducing the costs and improving the efficiency of South Africa's ports is crucial to the competitiveness of the country's exports and the overall functioning of the economy. Operation Vulindlela is also working closely with the Department of Public Enterprises, the TNPA and other agencies to enhance port operations, including through concessions where appropriate, and to ensure better coordination between agencies involved in facilitating trade.

A key risk to this external enabler is that though the reforms are institutionalised, there are no definitive timelines on when the reforms will be completed, which causes concern and uncertainty during the process and may affect the progress on matters within Transnet, TNPA and network utilities overall.

### 4.2.3 Internal Enablers

#### 1. The Freeport's strategic, targeted focus on maritime and energy sectors is aligned with the natural and man-made endowments of the Port of Saldanha, the Saldanha Bay municipal area and the Western Cape and responds to changes in international production and demand.

The Port of Saldanha is a greenfield port and the deepest and one of the largest ports in the Southern Hemisphere, with existing demand and networks to global shipping and maritime markets, goods and services.

With the initial focus on upstream offshore oil and gas base, and with the competitive advantages above in an increasingly changing pattern of consumption and production to lower carbon-intensity, the Freeport and the Port have the potential to serve a comprehensive value chain within the energy sector – so not just oil and gas but energy provision and energy services. The Freeport and Port has significant advantages to create a hub not only for bunkering and servicing zero carbon vessels but also for exporting zero carbon fuels as a commodity while finding offtake opportunities with local industry to decarbonise their production.

Within the context of a global energy supply shortage and intensified calls for concrete climate change actions by Governments, GH<sub>2</sub> has been identified as a holding significant promise to help meet global energy demand. As the first SEZ to be located within a port in South Africa, the Freeport Saldanha IDZ is uniquely positioned to serve as a potential GH<sub>2</sub> hub. As discussed under point 4.2.1 above, the Company has already made significant strides during the 2022/23 financial year towards the development of a green hydrogen hub in Saldanha Bay.

This strategic, targeted focus supports the existing macroeconomic and socio-economic attributes of the District and SBM, with its large fishing and manufacturing base already in place. In addition, the Freeport designation in place since 2019, over the designated Customs Control Area within areas of the Port, with standard operating protocols with SARS, Department of Home Affairs, Department of Labour, and TNPA Port Security, establishes a competitive advantage to qualifying manufacturers and logistics firms importing and exporting raw materials and goods.

Lastly, the assets, facilities and services already established and provided within the Freeport supports the business attractiveness of the Freeport to these targeted sectors and investment promotion.

## **2. An integrated, strategic and coherent corporate governance universe within the Freeport enables the company's effective allocation of resources to prioritised and mandated systems, strategies and functions.**

Freeport Saldanha has invested in establishing a unique corporate governance universe that dually retains its state-owned company corporate governance accountabilities and responsibilities with its business enterprise nature as the operator of the Freeport. And in so doing, the Freeport institutional structure is supportive of its commercial and economic development needs, and the monitoring of performance against agreed performance metrics.

## **3. The programmes within the Freeport and the Saldanha Bay Innovation Campus encourage knowledge, innovation and technological capacity spill overs**

The Development Programme unit within the Freeport aims to maximise local economic development and empowerment, through increased participation and beneficiation of citizens and businesses in Saldanha Bay in Freeport programmes and activities. The three central pillars of its focus are skills development, enterprise development and contractor development, in a demand driven context and

informed by the opportunities that emerge from the value chains and changing trends within the global maritime and energy sectors, thus it facilitates the knowledge and technological capacity of participants on its programmes. It does so in partnerships with many diverse institutions in the public and private sphere.

The Saldanha Bay Innovation Campus will contribute the just transition to lower carbon economies, enabled by attracting leading investment into research, design and innovation programmes into lower carbon-needing and -producing technologies in the production systems of the maritime and energy sectors, with a constant principle to collaboration between local and international businesses, institutions and communities.

## **4.2.4 Assumptions and Dependencies**

**Key assumptions to the Strategic Plan are as follows:**

- Continuity of government funding for the medium- and long-term, as applicable. The SEZ Fund is pivotal to achieving our priorities over the next 5 years.
- Continued support of the strategic government partners to Freeport Saldanha and the establishing and operating of a world-class, integrated, industrial Freeport and shipyard.
- Future investment in port infrastructure, enabled through diligent project packaging and preparation for financing and implementation.
- Appropriate interpretation and continued access of the Freeport model and its incentives (inclusive of industry aligned and SEZ programme incentives) via the Customs Control Area legislative and regulatory framework, to Freeport Saldanha and its investors and users.
- Continued support of organised labour, through the Zone Labour Charter framework, to give effect to sound labour relations within the Zone.





# MEASURING OUR PERFORMANCE



# PART C: MEASURING OUR PERFORMANCE



## 1 Institutional Performance Information

### 1.1 Impact

**Inclusive and sustainable economic growth and job creation, in an enabling business environment through the pioneering development and implementation of the Freeport Saldanha special economic zone.**

### 1.2 Overall for the Company

#### 1.2.1 Outcomes, Outputs, Performance Indicators and Targets

**Table 7: Company Medium-term Outcome and Targets**

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Sustainable economic growth and job creation	GDP	A cumulative contribution to the National GDP by investment within the zone by the end of the financial year 2025/26.	R0.756b	R0.604b	R0.575b	R0.154b	R2.5b	R8.1b	R8.8b
	GGP	A cumulative contribution to the Western Cape GGP by investment within the zone by the end of the financial year 2025/26.	R0.611b	R0.491b	R0.467b	R0.126b	R2b	R6.47b	R7b
	Jobs	The creation of direct, indirect and induced jobs throughout South Africa by the end of the financial year 2025/26.	1 288	944	853	178	3 581	10 930	11 385
	Investment	Rand value of infrastructure and direct investment	–	–	R0.456b	R0.122b	R5.4b	R18.7b	R22.2b

**Table 8: Company Medium-term Indicators, Annual and Quarterly Targets 2025/26**

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
1.1	A cumulative contribution to the National GDP by investment within the zone by the end of the financial year 2025/26.	R2.5b	–	–	–	R2.5b
1.2	A cumulative contribution to the Western Cape GGP by investment within the zone by the end of the financial year 2025/26.	R2b	–	–	–	R2b
1.3	The creation of direct, indirect and induced jobs throughout South Africa by the end of the financial year 2025/26.	3 581	–	–	–	3 581
1.4	Rand value of infrastructure and direct investment	R5.4b	–	–	–	R5.4b

## 1.3 Programme 1: Administration

### 1.3.1 Purpose

Administration has the overarching objective of implementing best practice governance in support of the operations. The programme has a complex role due to its need to balance the business needs and requirements of the operations; whilst at the same time undertaking a crucial governance function within the Company as a state-owned company, it provides a treasury function to ensure optimum spending and utilisation of financial resources as well.

Further, the Administration programme is required to be agile and support a world class approach to doing business, whilst at the same time balancing the legislative requirements of a public entity.

It is a skill to achieve this balance, which is vital to the optimal performance of the overall programme.

### 1.3.2 Programme Structure

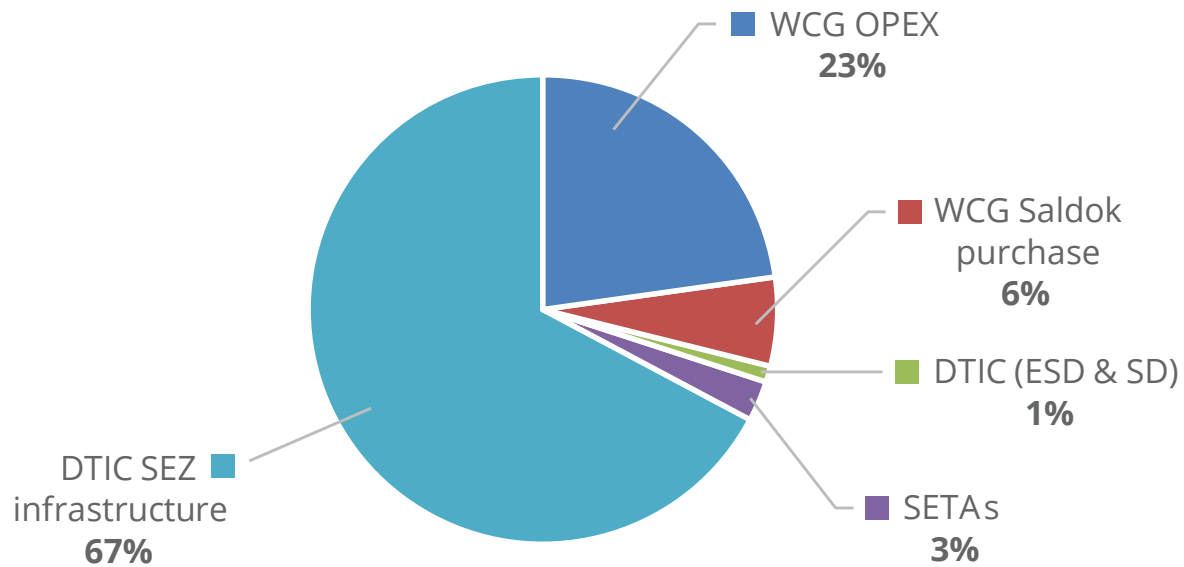
**The programme is structured to include the following functions:**

- Office of the Chief Executive Officer
- Stakeholder Management and Marketing
- Board and Governance
- Legal
- Financial Management
- Human Resource
- Supply Chain Management
- Information Technology

### 1.3.3 Funding

Operations are funded by the Western Cape Government, whilst infrastructure is funded by the National Government by way of the SEZ Fund. Western Cape Government also funded the purchase of the Saldok land from the IDC.

**Figure 25: Company Funding Model**



### 1.3.4 Stakeholder Management and Marketing

The Stakeholder Management Business Unit facilitates strategic relationships essential for developing a robust economic hub for the energy and maritime industries. Given the diverse stakeholders involved (see Figure 26), the unit ensures that Freeport Saldanha remains compliant, engaged with community interests, aligned with economic policies, and mindful of environmental balance.

To prepare the Zone for development, the Company and its investors must conduct feasibility studies, secure market agreements, obtain necessary permits, build infrastructure, and establish strong corporate governance.

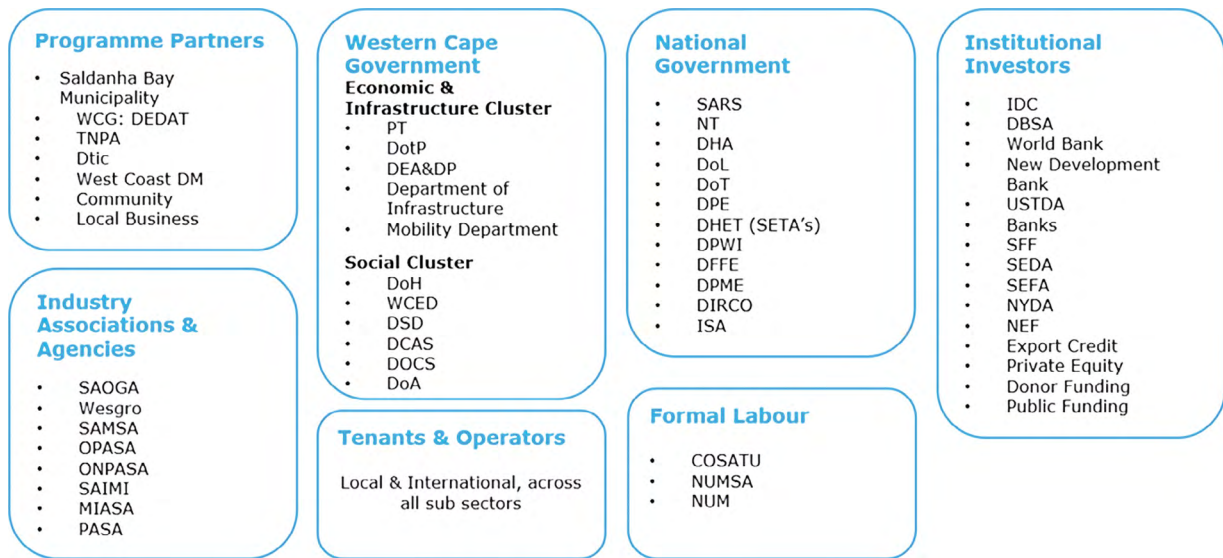
**The Stakeholder Management Unit leads these efforts by engaging with stakeholders critical to:**

- Navigating regulatory requirements.
- Advancing economic development aligned with national policy.
- Supporting socio-economic growth in Greater Saldanha Bay.
- Balancing development with environmental sustainability.

Due to unprecedented cost-cutting measures over the past two years, Freeport must now focus on business recovery to sustain investment in the Zone. To support these goals, the Stakeholder Management, Marketing, and Communications Sub-Unit has prioritised three key areas: improving stakeholder relations, increasing digital media engagement, and expanding marketing campaigns. By focusing on these areas, the unit aims to overcome the challenge of a reduced marketing budget, achieve or exceed annual targets, and provide essential support to Freeport Saldanha by reaching stakeholders in need while enhancing awareness, consideration, and the use of the Freeport services.

At the same time, the unit is committed to promoting the Freeport as a prime location for investment. Strategic partnerships (partner to deliver model) with stakeholders such as Wesgro, Atlantis SEZ, Transnet, Brand SA, and Proudly SA will play a central role in this effort. Through resource and platform sharing with these organisations, the Freeport will gain increased visibility and engagement opportunities across both local and international media, including traditional and digital channels.

**Figure 26: Freeport Saldanha Integrated Stakeholder Management Approach**



### 1.3.5 Board and Governance

The operations and management of the Company is governed primarily by the provisions of the Companies Act and the accompanying regulations, the Saldanha Bay Industrial Development Zone Licensing Companies Act (Provincial Legislation), the Company's Memorandum of Incorporation (MOI) and Shareholder's Compact. Freeport Saldanha is also subject to and regulated by the PFMA and the Special Economic Zones Act.

Freeport Saldanha has a Board of Directors (Board) which is responsible for the governance, management and control of the Company's business affairs.

The Board is the Accounting Authority and fulfils the fiduciary responsibilities as provided for in the PFMA and the Companies Act. The Board also gives effect to the Company's Strategic Plan and annual Corporate Plan. To ensure that it complies with its duties, the Board has delegated the necessary authority to management to handle the day-to-day operations, whilst the Board monitors overall performance.

#### 1.3.5.1 Composition of the Board of Directors

**In response to the Board's new focus, a decision was taken by the Shareholder to reconstitute the Board as follows:**

- Five institutional representatives (officials), one each from the DTIC, IDC, TNPA, SBM and WCG, of adequate calibre and also non-conflicted as the core members of the Board, representing the public sector interest.
- One person from the Saldanha Social community, adequately representative and of due calibre.
- One person from the Saldanha Economic community, adequately representative of the broader business sector and of due calibre.
- One representative from the SAOGA Board of Directors with the requisite sector-specific expertise.
- Two proven accomplished broader business practitioners with relevant expertise.
- Two executive directors, the CEO and the CFO, which is in line with King IV to improve collective accountability.

The reconstituted Board is still in line with what was agreed between National Government and the WCG, namely, that the structure of the Board should be representative of the three spheres of government.

### 1.3.5.2 Board Remuneration

In terms of the Saldanha Bay Industrial Development Zone Licencing Companies Act, the Provincial Minister responsible for Economic Development in consultation with the Provincial Minister for Finance shall determine the remuneration, allowance and reimbursements payable to the Directors not in government service, which will be reviewed on an annual basis. National Treasury rates are used to compensate the Board and Committee members, as such, not in government service.

### 1.3.5.3 Board Committees

The Board is authorised to form committees as and when necessary to facilitate efficient decision making, and to assist the Board in the execution of its duties. The committees do not perform any management functions or assume any management responsibilities.

The Company has four committees: namely the Audit, IT and Risk Committee, the Human Resources, Remuneration and Social and Ethics Committee, the Investment Committee and the Nominations Committee.

#### 1.3.5.3.1 Human Resources, Remuneration and Social and Ethics Committee

The Human Resource and Remuneration and the Social and Ethics (HRRS&E) Committee consists of three non-executive directors, two executive directors and two independent committee members. The HRRS&E Committee has a clearly defined Terms of Reference for both components.

The purpose of the Human Resource & Remuneration (HR&R) Committee is to provide support and make recommendations to the Board regarding any human resources and remuneration matter impacting the Company. The aim of the HR&R Committee includes providing oversight of the policies and practices relating to employee relations, human resources and remuneration activities. The Committee is an available resource to provide input into strategy and policy matters, relating to human resources, that affect the Company.

The Social and Ethics (S&E) Committee monitors the Company's activities having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regard to matters relating to Social and economic development, including the Company's standing in terms of the goals and purposes of:

- The 10 principles set out in the United Nations Global Compact Principles
- The OECD recommendations regarding corruption
- The Employment Equity Act
- The Broad-Based Black Economic Empowerment Act

The S&E Committee also ensures that the ethics of the Company is managed in a way that supports the establishment and upkeep of an ethical culture within the Company.

#### 1.3.5.3.2 Investment Committee

The Investment Committee consists of four non-executive directors and two executive directors and has a clearly defined Terms of Reference. The Committee considers investments proposed by management in accordance with the Board's approved delegation of authority policy and make such recommendations as it considers appropriate to the Board. The Committee also ensures that investment and disposal and acquisition of assets are in line with the Company's overall strategy and make business sense. The Committee also monitors current markets and policy developments and make such recommendations as is appropriate to the Board.

The Committee reports to the Board any matter identified during the course of carrying out its duties that it considers significant.

#### 1.3.5.3.3 Nominations Committee

The Committee consists of one non-executive director (chairperson of the Board), one non-executive director or independent committee member (chairperson of HRS&E Committee) and one executive director (CEO) and has a defined Terms of Reference. The Committee assists the Board with overseeing the appropriate composition of the Board so that the Board can



execute its duties effectively, succession planning in respect of Board members, as well as for senior management, the process for nominating, electing and appointing members to the Board, the evaluation of the performance of the Board and the induction and ongoing training and development of Board members.

The Committee reports to the Board on its activities and advise the Board on the execution of its mandate and related matters placed before it or arising from its responsibilities.

#### 1.3.5.3.4 Audit, IT & Risk Committee

The Audit, IT and Risk Committee consists of three non-executive directors and two independent committee members and has a clearly defined Terms of Reference. The purpose of the Committee is to assist the Board in discharging its duties in relation to financial reporting, asset management, risk management, supply chain management, information technology issues, internal control systems, processes and procedures, and to measure the quality of both the external and internal audit functions. In advising the Board, the Committee provides structured, systematic oversight of the Company's governance, risk management and internal control practices. The Committee examines and reviews the annual financial statements of the Company and other relevant financial reports. The Internal Auditors and External Auditors, as well as certain members of the Executive Management, are invited to attend meetings.

##### **(a) Internal Audit**

The Board is responsible for the appointment of the Internal Auditor. The Internal Auditor operates under the direction of the Audit, IT and Risk Committee which approves the scope of work to be performed. Significant findings are reported to the Executive Management and the Audit, IT and Risk Committee. Corrective action is taken to address internal control deficiencies identified in the execution of the work.

##### **(b) External Audit**

The Auditor-General of South Africa (AGSA) is responsible for performing the annual audit of the Company.

##### **(c) Internal Control**

The Company maintains internal controls and systems designed to provide reasonable assurance of the integrity and reliability of the Annual Financial Statements and to safeguard, verify and maintain accountability for its assets. Such controls are based on established policies and procedures and are implemented with appropriate segregation of duties.

The Board acknowledges its responsibility for ensuring that the Company implements and monitors the effectiveness of internal, financial and operating controls to guard against material misstatements and losses. The internal and external auditors independently appraise the adequacy and effectiveness of the internal controls.

#### 1.3.5.4 Risk Management Plan

The Accounting Authority has overall accountability for ensuring effective risk management and sets strategic direction and determines risk appetite. It maintains oversight of the top risks facing the Company through periodic review to satisfy itself that the risks are being adequately mitigated. This oversight is managed by the Audit, IT and Risk Committee as appropriate to the subject area.

The overall strategic direction on risk management is set centrally, with the Accounting Authority responsible for guiding management through the risks facing the organisation. The Accounting Authority revises the risks register at least once a year. The Audit, IT and Risk Committee coordinates a once-yearly assessment process on all Strategic Business Units per their top risks identified.

This bottom-up and top-down approach enables the organisation to consider the potential impact of different types of risks on processes, activities and stakeholders. Successful enterprise risk management can positively affect the likelihood and consequences of risks materialising, as well as deliver benefits related to better informed decision making. The Company will continue the initiative to embed risk management in standard processes and strategy. In addition, a structured risk data collection and analysis process as well as improving alignment of assurance activities, will be implemented.

Risk management is incorporated into the management of each section within the Company. The following policies and documentation are in place to assist in risk management.

- Shareholder's Compact
- Board Charter and Committee Terms of Reference
- Code of Conduct and Ethics
- Materiality Framework
- Risk Assessment
- Financial Regulations
- Delegation of Authority
- Personnel
- Procurement
- I.T. Policy
- Budget
- Memoranda of Agreement and Service Level Agreements
- Fraud Prevention Plan
- Financial Plan (as per income and expenditure estimates)
- Integrated Business Plan

### 1.3.5.5 Fraud Prevention Plan

**The objectives of the Fraud Risk Management Strategy are:**

- To reduce the risk of fraud and corruption from occurring.
- To provide for mechanisms of detection of fraud and misconduct when it occurs.
- To outline corrective actions and remedy the harm caused by fraud and misconduct.
- To raise awareness of the principles and benefits of effective fraud risk management process and to obtain staff commitment to the principles of fraud risk management.
- To outline actions to be taken to address fraud and corruption at structural and operational levels.

As instances of fraud remain a constant threat to public trust and confidence, it becomes essential to recognise fraud risk management as an integral part of strategic management, and the Company is therefore adopting a comprehensive approach to the management of fraud risks.

**Management's agenda is to focus on efforts to:**

- Understand the fraud risks that can undermine the institution's business objectives.
- Determine whether fraud prevention programmes and controls are actually effective in reducing instances of fraud.
- Gain insight into better ways of designing and evaluating controls to prevent, detect and respond appropriately to fraud.

### 1.3.5.6 Company Secretary

In terms of the Companies Act all companies must appoint a person to serve as Company Secretary. The Company appointed a Company Secretary on 24 August 2016.

**The Company Secretary's duties include, but are not restricted to:**

- (a) providing the directors of the Company collectively and individually with guidance as to their duties, responsibilities and powers.
- (b) making the directors aware of any law relevant to or affecting the Company.
- (c) reporting to the Board any failure on the part of the Company or a director to comply with the Memorandum of Incorporation or rules of the Company the Companies Act.
- (d) ensuring that minutes of all Shareholder's meetings, Board meetings and the meetings of any Committees of the directors are properly recorded in accordance with the Companies Act.
- (e) certifying in the Company's annual financial statements whether the Company has filed required returns and notices in terms of the Companies Act, and whether all such returns and notices appear to be true, correct and up to date.
- (f) ensuring that a copy of the Company's annual financial statements is sent, in accordance with the Companies Act, to every person who is entitled to it; and
- (g) carrying out the functions of a person designated in terms of section 33(3) of the Companies Act.

In addition to various statutory functions, the Board Secretariat with the assistance of the Company Secretary ensures that the Board is provided with induction training as well as guidance on duties and responsibilities.

In consultation with the Board Chairperson, the Board Secretariat ensures that the contents of the agenda are relevant to the Board's decision-making. The information required for each Board meeting is sent to the directors in a timely manner to enable them to acquaint themselves with the information and to consider Company information in terms of their statutory and fiduciary responsibility.

The Board Secretariat acts as the primary point of contact between the Board of Directors and the Company.

### 1.3.5.7 Materiality Framework

This framework establishes standards and provides guidance on the concepts of materiality and significance with regard to Sections 50(1)(c), 55(2) and 54(2) of the PFMA and Treasury Regulation 28.3.

Material omissions or misstatements of items are material if they could, individually or collectively influence the decision or assessments of user made on the basis of the financial statements. Materiality depends on the nature or size of the omission or misstatements judged in the surrounding circumstances. The nature or size of the information item, or a combination of both, could be the determining factor. Materiality is determined as 1.5% of total income recognised. This materiality is from management's perspective and does not correlate with the auditor's materiality.

### 1.3.6 Outcomes, Outputs, Performance Indicators and Targets

**Table 9: Programme 1: Administration Medium-term Outcome and Target**

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Inclusive and sustainable economic growth and job creation	Unqualified Audit Opinion	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report	Unqualified Audit Report
	Legal Compliance Checklist developed and /or reviewed	Number of Compliance Checklists developed and / or reviewed	-	-	-	-	1	1	1
	Legal Compliance Checklist implemented	Number of Compliance Checklist implementation reports produced	-	-	-	-	2	2	2
	Frameworks created and/or reviewed to ensure effective contract management	Number of frameworks created and / or reviewed	-	-	-	-	3	3	3
	Implement Board performance reviews	Conduct an annual review of the Board's performance	-	-	-	-	1	1	1
	Effective Board training on governance and compliance	Number of Board training sessions conducted	-	-	-	-	1	1	1
	Develop a social media strategy to increase the Company's brand visibility and engage stakeholders	Number of social media strategies developed.	-	-	-	-	1	-	-
	Timeous payment of suppliers in Compliance with the PFMA	Percentage of invoices paid within 30 days after receipt of compliant invoice.	-	-	-	-	100%	100%	100%
	Effective ICT governance and IT performance	Percentage of ICT servers, network, and cyber security uptime	-	-	-	-	95%	95%	95%
	Employment Equity plan implemented	Number of employment equity plans implemented	-	-	-	-	1	1	1
	Alternative funding solutions identified and explored	Number of self-sustainability solutions implemented.	-	-	-	-	1	1	1

**Table 10: Programme 1: Administration Medium-term Indicators, Annual and Quarterly Targets 2025/26**

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
2	Unqualified Audit Report	Unqualified Audit Report		Unqualified Audit Report		
3	Number of Compliance Checklists developed and / or reviewed	1	1			
4	Number of Compliance Checklist implementation reports produced	2		1		1
5	Number of frameworks created and/or reviewed	3		1	1	1
6	Conduct an annual review of the Board's performance	1				1
7	Number of Board training sessions conducted	1				1
8	Number of social media strategies developed.	1				1
9	Percentage of invoices paid within 30 days after receipt of compliant invoice.	100%	100%	100%	100%	100%
10	Percentage of ICT servers, network, and cyber security uptime	95%	95%	95%	95%	95%
11	Number of employment equity plans implemented	1				1
12	Number of self-sustainability solutions implemented.	1				1

**Table 11: Summary of Provincial Payments and Estimates by Economic Classification: Freeport Saldanha**

Economic classification R'000	Outcome	Estimate	Medium-term estimate		
	Audited 2023/24	Outcome 2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>					
<b>Revenue and interest</b>	<b>3,981</b>	<b>3,913</b>	<b>16,441</b>	<b>94,683</b>	<b>96,061</b>
Rental revenue*	1,807	2,945	15,716	94,208	95,200
Interest	2,174	968	725	475	861
<b>Transfer income</b>	<b>57,205</b>	<b>99,335</b>	<b>121,100</b>	<b>58,934</b>	<b>-</b>
Department of Economic Development and Tourism**	8,174	39,130	20,869	-	-
Department of Economic Development and Tourism - Green Hydrogen**	2,869	4,087	-	-	-
Earmarked conditional grants and working capital	46,162	56,118	100,231	58,934	-
<b>Total revenue</b>	<b>61,186</b>	<b>103,248</b>	<b>137,541</b>	<b>153,617</b>	<b>96,061</b>
<b>Expenditure</b>					
<b>Current expenditure</b>	<b>45,555</b>	<b>39,745</b>	<b>49,069</b>	<b>45,222</b>	<b>46,050</b>
Compensation of employees	29,211	22,209	21,501	20,627	20,627
Salary & Wages	29,211	22,209	21,501	20,627	20,627
Goods and services	16,344	17,536	27,568	24,595	25,423
Administrative fees	845	1,732	1,689	1,756	1,845
Advertising	376	1,049	1,159	743	781
Minor Assets	6	3	-	-	-
Audit cost: External	1,531	1,610	1,976	2,055	2,158
Catering	92	72	66	68	72
Communication	164	180	187	195	205
Computer services	2,472	2,749	3,125	3,250	3,263
Professional services	2,140	557	2,781	54	56
Entertainment	4	-	-	-	-
Fleet services	261	131	100	104	109
Investor recruitment and project support	-	-	6,898	7,242	7,350
Consumable supplies	71	96	31	32	34
Consumable: Stationery, printing and office supplies	274	297	315	328	345
Operating leases	1,645	1,572	222	245	257
Estate costs	5,686	6,168	6,997	7,277	7,641
Travel and subsistence	765	1,165	1,595	1,151	1,208
Training and development	7	38	41	42	44
Venues and facilities	5	117	386	53	55
<b>Capital Expenditure</b>	<b>41,121</b>	<b>51,142</b>	<b>88,455</b>	<b>53,734</b>	<b>1,550</b>
Machinery and equipment	653	1,480	1,510	1,580	1,550
Infrastructure	40,468	49,662	86,945	52,154	-
<b>Total expenditure</b>	<b>86,676</b>	<b>90,887</b>	<b>137,524</b>	<b>98,956</b>	<b>47,600</b>
<b>Profit/Deficit</b>	<b>(25,490)</b>	<b>12,361</b>	<b>17</b>	<b>54,661</b>	<b>48,461</b>

\* The rental projections for 2026/27 and 2027/28 include R71.6 million and R47.6 million, respectively, subject to investors reaching financial close.

\*\* Transfers received disclosed excluding VAT



**Table 12: Summary of Provincial Payments and Estimates by Economic Classification: Freeport Saldanha – Administration**

Economic classification R'000	Outcome	Estimate	Medium-term estimate		
	Audited 2023/24	Outcome 2024/25	2025/26	2026/27	2027/28
<b>Revenue</b>					
<b>Revenue and interest</b>	<b>2,174</b>	<b>968</b>	<b>725</b>	<b>475</b>	<b>861</b>
Interest	2,174	968	725	475	861
<b>Transfer income</b>	<b>8,174</b>	<b>39,130</b>	<b>20,869</b>	<b>-</b>	<b>-</b>
Department of Economic Development and Tourism**	8,174	39,130	20,869	-	-
<b>Total revenue</b>	<b>10,348</b>	<b>40,098</b>	<b>21,594</b>	<b>475</b>	<b>861</b>
<b>Expenditure</b>					
<b>Current expenditure</b>	<b>19,866</b>	<b>18,440</b>	<b>23,055</b>	<b>22,522</b>	<b>22,806</b>
Compensation of employees	11,505	10,520	13,828	13,828	13,828
Salary & Wages	11,505	10,520	13,828	13,828	13,828
Goods and services	8,361	7,920	9,227	8,694	8,978
Administrative fees	778	1,118	1,013	1,053	1,106
Advertising	-	33	1,076	743	781
Minor Assets	6	3	-	-	-
Audit cost: External	1,531	1,610	1,976	2,055	2,158
Catering	15	27	19	19	20
Communication	161	180	187	195	205
Computer services	2,381	2,593	3,063	3,185	3,195
Professional services	1,314	-	529	-	-
Fleet services	104	131	100	104	109
Consumable supplies	9	36	31	32	34
Consumable: Stationery, printing and office supplies	256	297	315	328	345
Operating leases	1,645	1,572	222	245	257
Estate costs	70	88	154	160	168
Travel and subsistence	91	194	501	533	556
Training and development	-	38	41	42	44
<b>Capital Expenditure</b>	<b>653</b>	<b>1,480</b>	<b>1,510</b>	<b>1,580</b>	<b>1,550</b>
Machinery and equipment	653	1,480	1,510	1,580	1,550
<b>Total expenditure</b>	<b>20,519</b>	<b>19,920</b>	<b>24,565</b>	<b>24,102</b>	<b>24,356</b>

\*\* Transfers received disclosed excluding VAT

## 1.4 Programme 2: Operations

### 1.4.1 Purpose

The Operations Programme delivers on the implementation of the Company, thus enabling the overarching business imperative of develop and operating the Freeport to its strategic priorities of commercial self-sustainability, catalytic infrastructure and facilities, local and industry readiness and business, government and society partnerships.

Specifically, the Operations Programme focuses on the key deliverables and business units that drive the activities within the Company, in order to attract and retain key investors in the upstream oil, gas (energy) and marine repair, fabrication, engineering, logistics and related servicing industries.

### 1.4.2 Programme Structure

The programme is structured within the following business units:

- Investment Facilitation
- Transaction and Investor Support
  - Access Complex
  - Facilities
- Infrastructure Development
- Special Projects

The main focus areas of each business unit are described ahead.

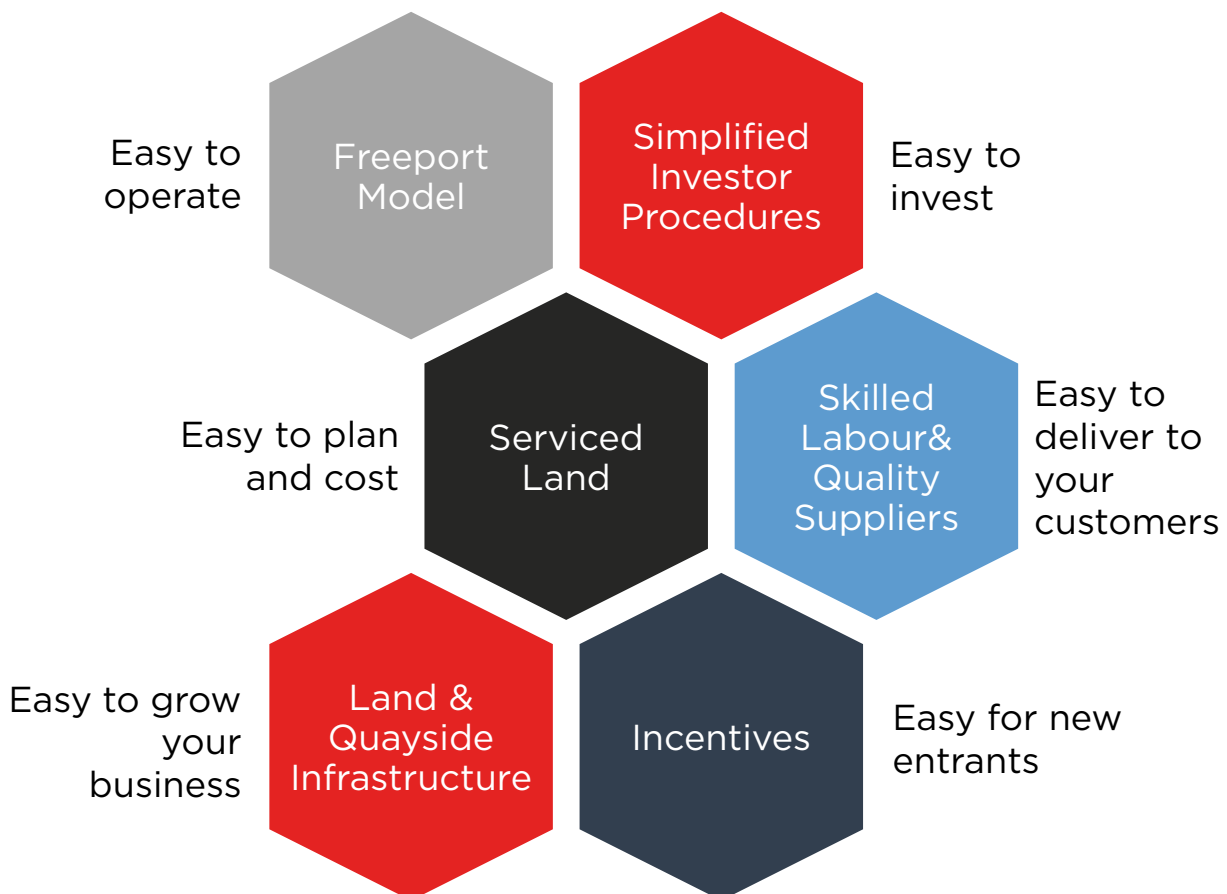
### 1.4.2.1 Investment Facilitation

Investment Facilitation was formed through the merger of the Ease of Doing Business and Business Development units. The Business Development team led investment promotion activities in the zone, focusing on securing leases and in-principle agreements to enhance the zone's value proposition and attract future investments. Complementing Business Development, Ease of Doing Business aimed to deliver customer-centric, proactive solutions tailored for investors and service providers in the zone. The unit's approach was designed to be responsive to market shifts, addressing investor challenges to maintain a relevant and competitive service offering.

By combining the two activities into the Investment Facilitation unit, the Company streamlines the investor interface and provides specialist services and a bespoke knowledge base in the Maritime, Energy and other diversified sectors.

Investment Facilitation stays aligned with market trends and developments by focusing on scenario planning that extends beyond the current maritime, energy, logistics, and engineering sectors. This approach enables the team to envision and tailor products and services for emerging markets, environmental shifts, and geopolitical demands, guided by market demand analysis and broader trend monitoring.

**Figure 27: Investment Facilitation Support Model**



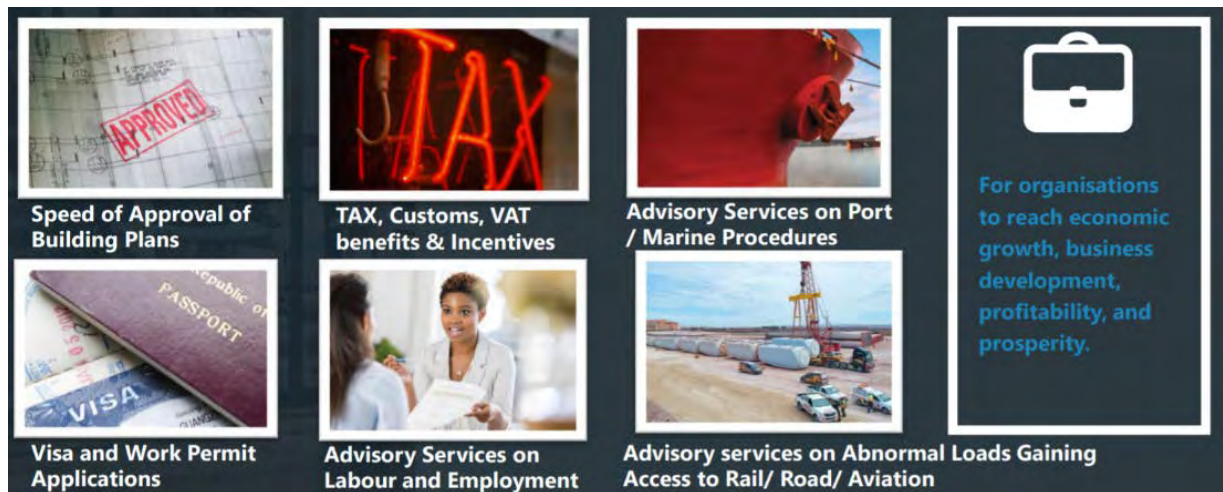
Investment Facilitation is guided by the principles of Ease of Doing Business, as outlined in Figure 27. The unit provides investors with virtual and in-person consultations with government officials and private service providers, available by appointment.

**The service offering includes:**

- **Advisory Services:** Comprehensive, in-depth guidance on various business requirements, such as registrations, licenses, permits, and inspections, necessary for launching and sustaining operations.

- **Co-located Services:** A centralised location where businesses can access government support. While these services are housed together, they are provided by representatives from different government departments, agencies, and ministries, each using their own systems.
- **Client-Centric Services:** Tailored support based on the business lifecycle, from initial setup to ongoing operations. These services address all formalities needed to operate in the sectors we support.

**Figure 28: OSS Services**



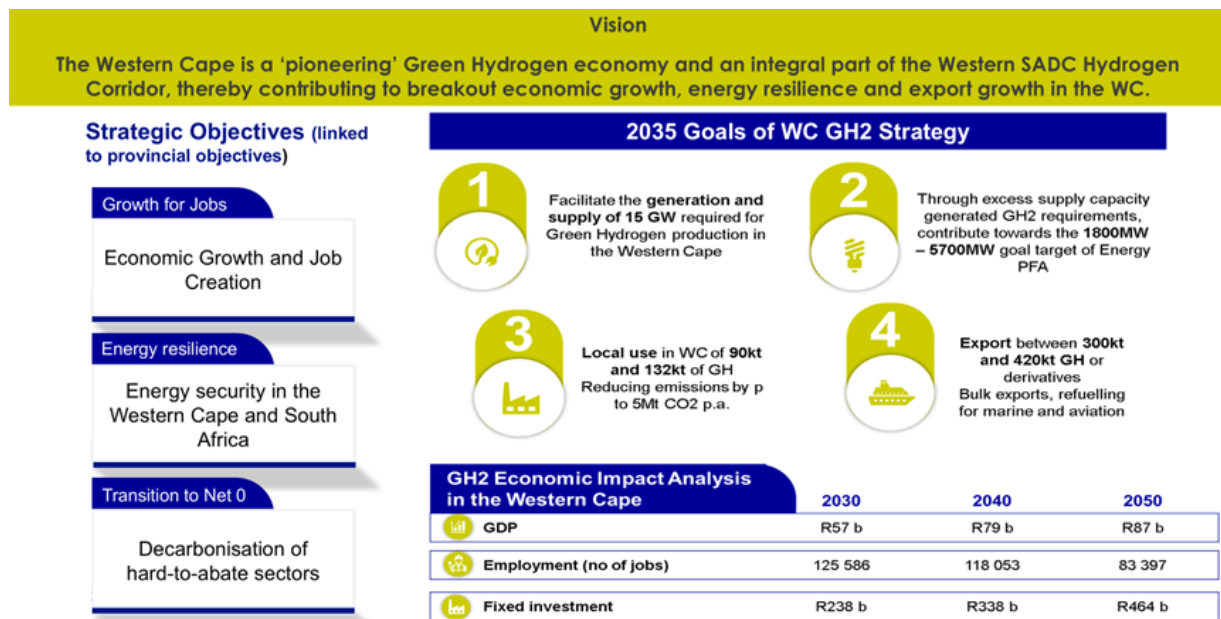
A key emerging trend is the growth of the green hydrogen sector, supported by strategies at the national, regional, and provincial levels. The Investment Facilitation unit will prioritise facilitating private sector investment in green hydrogen production, derivatives and value chain. The unit will collaborate closely with public sector stakeholders to streamline and accelerate investments in the region. This sector aligns well with Freeport's positioning of Saldanha as an energy hub, leveraging the strategic advantages of Saldanha Bay and Saldanha Port to attract green hydrogen pilot and catalytic projects.

**A range of international studies, the Green Hydrogen Commercialisation Strategy and the Western Cape Government Green Hydrogen Strategy and Roadmap have all identified Saldanha as a high-potential GH<sub>2</sub> hub. Some of the main locational advantages of Saldanha include (but are not limited to):**

- (1) Closely located to **large areas with high potential renewable energy generation** (incl. onshore, offshore wind and solar).
- (2) Well-established and potentially highly suitable **port infrastructure** able to serve as an export channel and a green bunker fuel location for the shipping industry.

- (3) **Local hydrogen demand** – specifically the nearby steel plant, ArcelorMittal, having declared their intentions in the media to produce green DRI.
- (4) **Robust engineering value chains** and an already operational SEZ which are integrated into the Port of Saldanha offer major opportunities for manufacturing components for GH<sub>2</sub> production and a range of related manufacturing and services markets.
- (5) **Proximity to Saldanha - Northern Cape and Saldanha - Cape Town Logistical Corridors.**

**Figure 29: Western Cape GH<sub>2</sub> Strategy and Roadmap**



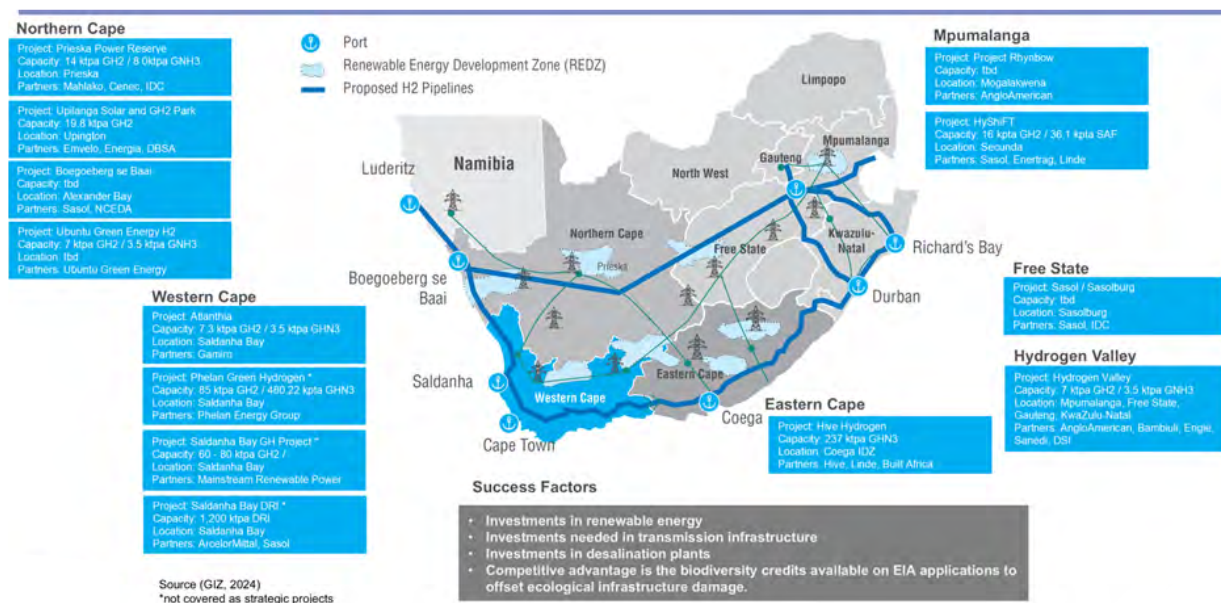
**A number of opportunities and further study are recommended:**

- Freeport Saldanha to undertake GH<sub>2</sub> master planning for the West Coast region.
  - With significant market interest from the private sector in land in the IDZ, Freeport and other stakeholders need to

understand the need for and interest in building common user infrastructure in support of green hydrogen production, inclusive of desalinisation, grid and port development.

- Saldanha is the first mover green hydrogen region for the Western Cape province.

**Figure 30: Private-Sector-Driven Opportunities in South Africa**





This will allow Saldanha and the province to capitalise on the advantages of a green hydrogen hub. This is a strategic fit the objectives of the Freeport Saldanha. Freeport Saldanha aims over the next 25 years to create a vibrant hub of opportunity, job creation and sustainable growth utilising the special economic zone (SEZ) legislation as a catalyst. Hence Freeport Saldanha is ideally positioned to play a significant role in enabling the GH<sub>2</sub> economy in the Saldanha, the Western Cape and the broader Northern / Eastern Cape region.

The SA EU Green Iron Ore Shipping Corridor In May 2023, Freeport Saldanha joined a consortium of partners, led by the Global Maritime Forum to establish the viability and opportunity for a green iron ore export corridor. The partners include CMB Tech, Engie, Anglo American, and Vuka Marine. The GMF will conduct research into the supply, demand and business model in support of operationalising a shipping corridor from Saldanha Bay to Europe.

- **Establishment of the Atlantic GH<sub>2</sub> Corridor in the national GH<sub>2</sub> and ISA programme**  
With the signing of an MOU between the Northern Cape, the Eastern Cape and the Western Cape in 2023, an opportunity exists for the Atlantic GH<sub>2</sub> corridor to join the Saldanha Bay GH<sub>2</sub> and Boegoebaai GH<sub>2</sub> clusters, recognising that the two clusters can support a synergistic phased development of the national GH<sub>2</sub> economy. The support of ISA and the national GH<sub>2</sub> programme will assist both projects to bring much-needed socio-economic opportunities to the region.
- **Establishment of the GH<sub>2</sub> Project Steering Committee (PSC), led by Western Cape Government**  
Given the large interest situated in Saldanha Bay and the opportunity detailed above, it is recommended that Freeport Saldanha play an active role in the PSC be established to undertake project development and research. This is required to realise the green hydrogen opportunity and accelerate the development of the Green Hydrogen sector. The PSC will consist of members across industry, public sector, academia and the community.

#### 1.4.2.2 Transaction and Investor Support

Transaction and Investor Support (T&IS) fulfils a vital role in realising the commercial and operational interests of the business, investors and the Company.

**Commercial activities** include but are not limited to targeted lead generation, leasing of various commercial property assets such as the Access Complex, SME Co-lab Project Facility and Manufacturing facilities, identifying new potential streams of revenue as well as investor project facilitation, account management, investor retention and aftercare.

**Operational activities** include estate, facilities and office management, and entail fit-out, repair and maintenance activities as well as procurement of vital services such as ICT, Security, Cleaning and Grubbing. The Estate endeavours to provide a world-class experience while remaining cost-effective and efficient in its operations.

#### 1.4.2.3 Infrastructure Development

A key part of Freeport Saldanha's mandate is to provide enabling infrastructure to attract investors who will increase exports and create jobs. To do this, the Company has a dedicated business unit implementing the macro infrastructure plan for the Freeport, in line with the Freeport's strategy and mandate, inclusive of investor requirements. The unit has developed critical competences and systems to oversee the planning, alignment, contracting, construction and handover of all manner of buildings, utilities and enabling provisions (e.g., EAs, EMPs, guidelines, permits, licences).

One of these resources are the panels of contractors and professionals put in place through the Company's Supply Chain Management policies. This reduces time in procurement and gives an assurance of capacity to a list of forecasted construction and professional needs.

The unit works with many public sector role-players, such as the local authority, the district municipality, the provincial government, Eskom, Transnet and TNPA, as well as private sector developers and landowners in executing its responsibilities. It also has a close operational interface with T&IS and Business Development to support the planning, scoping and delivery of tenant facilities as quickly and reliably as possible.

A priority for the year ahead will be the bankable feasibility and Marine EIA in support of the new port infrastructure in support of the establishment of marine manufacturing industries, due to the consistent demand for additional quaysides and floating dry docks for ship repair, ship dismantling and marine manufacturing, and associated activities. The niche value of Freeport Saldanha in partnership with the Transnet Ports Authority offers a unique value proposition. The project is registered with Infrastructure South Africa

and has passed the early business case gateway with the Transport Technical Working Group. The project is also registered with the Industrial Development Corporation.

This depends highly on the continued accessibility to the SEZ Fund for this capital programme in the near term, while alternative financial avenues are sourced, in particular, the successful raising of financing for the port infrastructure to conclude the bankable feasibility study, the marine EIA and possible capital financing in future.

**Table 13: Forecasted Infrastructure Projects**

#	Project name	Programme	Project Description	Outputs	Project Start Date	Project Completion Date	Total Estimated Cost	Estimate outcome 2025/26
1	Port Infrastructure	Special Projects	Feasibility	Feasibility	November 2023	November 2025	R23 million	R0
2	Port Infrastructure	Infrastructure	Marine EIA	Environmental Authorisation	April 2025	October 2026	R6 million	R2.5 million
3	Tenant facility (SEZ 6)	Infrastructure	2000m <sup>2</sup>	Industrial building	October 2023	October 2025	R60 million	R15 million
4	Bulk Infrastructure (Quay link road)	Infrastructure	500-1000m road	Quay link road	November 2023	August 2025	R21.5 million	R3 million
5	COT foundation works	Infrastructure	Ground preparation and improvement works for a fuel storage yard	Tank farm construction	October 2023	December 2026	R150 million	R3 million



### 1.4.3 Outcomes, Outputs, Performance Indicators and Targets

**Table 14: Programme 2: Operations Medium-term Outcome and Targets**

Outcomes	Outputs	Output Indicator	Annual Targets						
			Audited Actual Performance			Estimated Performance	MTEF Period		
			2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
Inclusive and sustainable economic growth and job creation	Number of businesses attracted and supported	Signed and verified database listing the growth opportunities supported	-	-	-	20	20	20	20
	Operationalisation of the Access Complex, Project Leasing Facility	Percentage available space tenanted	26%	35%	61.8%	40%	50%	50%	50%
	Tenant and operator leases signed	Number of signed tenant and operator lease agreements	15	12	11	8	8	8	8
	Maintain and improve the outcomes of the EODB SLA with SBM and streamlined processes with other governmental entities	Number of processes on applications, registrations and other processes	-	-	-	-	3	3	3
	Sector marketing profiles produced	Number of sector marketing profiles produced	-	-	-	-	4	4	4
	Investment conferences hosted with partners	Number of investment conferences hosted with partners	-	-	-	-	1	1	1
	Ensuring projects are completed within budget, on time, and within acceptable quality standards	Percentage threshold maintained for acceptability in project performance in accordance with agreed milestones	-	-	-	-	90%	90%	90%
	Embed sustainable practices into infrastructure development	Develop a green building plan for the zone	-	-	-	-	1	-	-
	Maintain utility supply through consistent availability to future proof	Develop a zone utility resilience plan	-	-	-	-	1	-	-
	Digitise existing tools to create a robust maintenance strategy	Develop and implement a maintenance plan	-	-	-	-	1	-	-
Sustainable commercial business	Maintain web-based mapping tools	Develop an insource mapping service system	-	-	-	-	1	-	-
	Create local SMME job opportunities through infrastructure delivery programme	Percentage of procurement spend through local SMME opportunities	-	-	-	-	30%	30%	30%

**Table 15: Programme 2: Operations Medium-term Indicators, Annual and Quarterly Targets**

No.	Output Indicators	Annual Target	Q1	Q2	Q3	Q4
13	Number of signed and verified database listing the growth opportunities supported	20	5	5	5	5
14	Percentage available space tenanted	50%	-	-	-	50%
15	Number of signed tenant and operator lease agreements	8	2	2	2	2
16	Number of processes on applications, registrations and other processes	3	-	-	-	3
17	Number of sector marketing profiles produced	4	-	-	-	4
18	Number of investment conferences hosted with partners	1	-	-	-	1
19	Percentage threshold maintained for acceptability in project performance in accordance with agreed milestones	90%	-	-	-	90%
20	Develop a green building plan for the zone	1	-	-	-	1
21	Develop a zone utility resilience plan	1	-	-	-	1
22	Develop and implement a maintenance plan	1	-	-	-	1
23	Develop an insource mapping service system	1	-	-	-	1
24	Percentage of procurement spend through local SMME opportunities	30%	-	-	-	30%

**Table 16: Summary of Provincial Payments and Estimates by Economic Classification: Freeport Saldanha – Operations**

Economic classification R'000	Outcome Audited 2023/24	Estimate Outcome 2024/25	Medium-term estimate		
			2025/26	2026/27	2027/28
<b>Revenue</b>					
<b>Revenue and interest</b>	<b>1,807</b>	<b>2,945</b>	<b>15,716</b>	<b>94,208</b>	<b>95,200</b>
Rental revenue*	1,807	2,945	15,716	94,208	95,200
<b>Transfer income</b>	<b>49,031</b>	<b>60,205</b>	<b>100,231</b>	<b>58,934</b>	<b>-</b>
Department of Economic Development and Tourism - Green Hydrogen**	2,869	4,087	-	-	-
Earmarked conditional grants and working capital	46,162	56,118	100,231	58,934	-
<b>Total revenue</b>	<b>50,838</b>	<b>63,150</b>	<b>115,947</b>	<b>153,142</b>	<b>95,200</b>
<b>Expenditure</b>					
<b>Current expenditure</b>	<b>25,689</b>	<b>21,305</b>	<b>26,014</b>	<b>22,700</b>	<b>23,244</b>
Compensation of employees	17,706	11,689	7,673	6,799	6,799
Salary & Wages	17,706	11,689	7,673	6,799	6,799
Goods and services	7,983	9,616	18,341	15,901	16,445
Administrative fees	67	614	676	703	739
Advertising	376	1,016	83	-	-
Catering	77	45	47	49	52
Communication	3	-	-	-	-
Computer services	91	156	62	65	68
Professional services	826	557	2,252	54	56
Entertainment	4	-	-	-	-
Fleet services	157	-	-	-	-
Investor recruitment and project support	-	-	6,898	7,242	7,350
Consumable supplies	62	60	-	-	-
Consumable: Stationery, printing and office supplies	18	-	-	-	-
Estate costs	5,616	6,080	6,843	7,117	7,473
Travel and subsistence	674	971	1,094	618	652
Training and development	7	-	-	-	-
Conference, seminars and workshops	5	117	386	53	55
<b>Capital Expenditure</b>	<b>40,468</b>	<b>49,662</b>	<b>86,945</b>	<b>52,154</b>	<b>-</b>
Infrastructure	40,468	49,662	86,945	52,154	-
<b>Total expenditure</b>	<b>66,157</b>	<b>70,967</b>	<b>112,959</b>	<b>74,854</b>	<b>23,244</b>

\* The rental projections for 2026/27 and 2027/28 include R71.6 million and R47.6 million, respectively, subject to investors reaching financial close.

\*\* Transfers received disclosed excluding VAT

## 2 Risk Management

### 2.1 Top Strategic Risks

Strategic risk is defined as risks that affect or are created by an organisation's business strategy and strategic objectives, or lack thereof (Deloitte, 2013).

**Table 17: Top Strategic Risks**

Risk	Cause	Effect	Impact	Mitigation Measure
Inability to attract investment into Freeport Saldanha, including attracting tenants into the existing infrastructure capacity.	Institutional delays on investors reaching financial close.  ECOSYSTEM elements required at Freeport Saldanha do exist.	Loss of interest in Saldanha Bay.	Freeport Saldanha cannot reach full potential and achieve commercial self-sustainability.  Inability to become a catalytic economic driver for job creation.	Increasing targeted marketing and investment promotion activities for mature lead generation.  Enhance investment facilitation services to quicken investor journey, e.g., InvestSA OSS and the Western Cape investment ecosystem.  Take up joint planning and implementation with Transnet and TNPA, as applicable, to enhance synergies between entities.
Reliance on TNPA is preventing Freeport Saldanha achieving its objectives.  <ul style="list-style-type: none"> <li>Uncertainty around relationship with TNPA and a shared risk and reward model.</li> <li>Establishment of an operational Port infrastructure is a lengthy process (e.g. min. 5-9 years).</li> </ul>	Bureaucracy and acquiring of resources required to establish Port infrastructure by TNPA.  Ongoing structural reforms within state-owned companies do not have definitive timelines.  Slow service delivery by contractors.	Increased time before accumulation of revenue.  The pioneering model needed with TNPA is new, different and requires broad political and administrative buy in.	Inability to become a catalytic economic driver for job creation.  <b>Specific impacts include:</b> <ul style="list-style-type: none"> <li>The missed investment in new ports infrastructure.</li> <li>Misaligned port and zone planning.</li> <li>Delays outside of the company's control on investors financing arrangements.</li> </ul> Increasing costs of doing business and lower business trust and confidence in the state-owned companies and government's ability to undertake needed structural reforms.  Delayed investments into the Freeport.  Freeport suffers financial loss for each working day/month its facilities and services are not fully operational, the Freeport cannot reach full potential, and achieve the commercial self-sustainability and catalytic infrastructure and facilities.	Take up joint planning and implementation with Transnet and TNPA, as applicable, to enhance synergies between entities.  Engaged the SEZ Support Unit to unblock intergovernmental and SOE dependencies.  ISA appointed a service provider to act as transaction advisors for new port infrastructure inclusive of GH2  Proactively partner with TNPA and national government to deliver the correct infrastructure faster and smarter with appropriate business models.  Explore opportunities for alternative funding and financing.  Contractor panels for faster delivery.  Professional panels for faster delivery.  Smart integrated systems to track and manage critical paths.
Inability to achieve the purpose of a Special Economic Zone as set out in the Section 4 of the SEC Act. Regulatory Risks:  <ul style="list-style-type: none"> <li>Inconsistencies between SEZ Act vs Ports Act</li> <li>Lack of support in respect of SARS incentives</li> <li>Policy uncertainty around Just Energy Transition</li> <li>Lack of harmonisation of the Acts</li> </ul>	Formal OGM&E regulations are difficult to initiate in South Africa because of infancy of OGM&E sector.  Different opinions and mismatched interests on a just transition roadmap.	Bureaucracy and ambiguity results in increased red tape, time and costs of doing business.  Limited influencing role in competitive, sustainable value chain creation in South Africa.	OGM&E industry lose market opportunities and cannibalise each other, resulting in weak or unscalable outcomes for the local & industry readiness strategic priority.  Growth and transformation of OGM&E does not materialise, resulting in weak or unscalable outcomes for the local & industry readiness strategic priority, and misaligned business, government & society partnerships.	Effective secretariats to manage relationships with key stakeholders and partners, with regular meaningful engagement around key legislative issues and regulatory interpretation.  Diversify market positioning to maritime and energy, inclusive of logistics, advanced manufacturing and engineering, and green hydrogen/lower carbon fuels hub projects, as well as full lifecycle sector/stages.  Leverage position within the maritime ecosystem in the Western Cape to attract and grow investments.

**Table 17 (continued): Top Strategic Risks**

Risk	Cause	Effect	Impact	Mitigation Measure
<p>'Financial Sustainability without the support of provincial government and stakeholders including:</p> <ul style="list-style-type: none"> <li>• TNPA</li> <li>• DTIC</li> <li>• DEDAT</li> </ul>	<p>Support Required:</p> <p>TNPA: Available Port Infrastructure and Land</p> <p>DTIC: SEZ Fund</p> <p>DEDAT: Operational Funding</p> <p>Low pipeline conversion rate due to delays outside of the company's control on investors financing arrangements.</p> <p>Strained provincial fiscus.</p>	<p>Slow-down operational activities.</p> <p>of</p>	<p>Freeport Saldanha will not deliver on it's mandate.</p> <p>Freeport Saldanha cannot reach full potential and achieve commercial self-sustainability.</p>	<p>Engaged SEZ support unit to unblock intergovernmental and SOE dependencies.</p> <p>Implementation of the Recovery Plan.</p> <ul style="list-style-type: none"> <li>• Weekly meetings with Western Cape Government officials.</li> <li>• Monthly reporting to the Shareholder</li> <li>• Ad hoc reporting to the Shareholder (prepared by DEDAT)</li> </ul> <p>Take up joint planning and implementation with Transnet and TNPA, as applicable, to enhance synergies between entities.</p> <p>Proactively partner with TNPA and national government to deliver the correct infrastructure faster and smarter with appropriate business models.</p>
<p>Global and national declines in investment confidence and ability – both from the private and public sectors:</p> <ul style="list-style-type: none"> <li>• Freeport Saldanha ECOSYSTEM is not conducive to attract investors risk of not developing infrastructure, including port side infrastructure that is suitable for investors.</li> <li>• Including existence of an innovation hub</li> <li>• Lack of interest in innovation development within maritime and energy industries at Saldanha Bay.</li> </ul>	<p>ECOSYSTEM elements required at Freeport Saldanha do exist.</p> <p>Geo-political instability, low credit rating of South Africa.</p> <p>Innovative capabilities of international clusters outclass the capabilities of the Saldanha Bay Innovation Campus.</p>	<p>Inability to convert pipeline, will result in decreased FDI and DDI into South Africa.</p> <p>Loss of interest in Saldanha Bay.</p>	<p>Decreased financial capital to invest in OGM&amp;E industries results in the Freeport Saldanha not being able to reach its commercial self-sustainability and catalytic infrastructure and facilities strategic priorities.</p>	<p>Benchmark the Freeport to world-class standards and operations.</p> <p>Diversify market positioning to maritime and energy, inclusive of logistics, advanced manufacturing and engineering, and green hydrogen/lower carbon fuels hub projects, as well as full lifecycle sector/stages.</p> <p>Monitor investment environment, utilise a balanced approach between strategic and practical investment facilitation.</p> <p>Implement an appropriate business model which leverages community, international and national governments and the private sector in the operation of the innovation space, inclusive of technology start-up programmes.</p>

## 2.2 Top Tactical Risks

Tactical risk is the probability of loss due to changes in business conditions in real time, or over the short term (less than a year) (Spacey, 2015).

**Table 18: Top Tactical Risks**

Risk	Cause	Effect	Impact	Mitigation Measure
Communication to the market public and stakeholders about Freeport Saldanha's position in the market, including Green Hydrogen.	Lack of awareness about the role, positioning and services of Freeport Saldanha.	Inability to attract investors.	Freeport Saldanha cannot reach full potential and achieve commercial self-sustainability.  Inability to become a catalytic economic driver for job creation.	Increasing targeted marketing and investment promotion activities for mature lead generation.  Enhance investment facilitation services to quicken investor journey, e.g., InvestSA OSS and the Western Cape investment ecosystem.  Develop an organisational Communication Strategy for Freeport Saldanha.  Increase reliance on Wesgro to promote Freeport Saldanha.  Appointment of a service provider to implement the various phases of the Master Plan.
Community dissatisfaction as a result of: <ul style="list-style-type: none"> <li>In-migration of foreign workers and companies (because specialist skills required).</li> <li>Lack of job and business opportunities (perceived lack thereof).</li> <li>Lack of secure job creation. Wanting stable jobs</li> <li>Initial expectations by the community vs current state.</li> <li>Inadequate communication to community'</li> </ul>	Foreign, outsider, or skilled workers and companies being preferred for energy & maritime industry jobs.	Community instability and mistrust.	Community disapproval of energy and maritime operations, resulting in Freeport Saldanha not achieving the business, government, society partnerships and local and industry readiness strategic priorities.	Continue partnerships to promote local recruitment and local participation.  Strengthen ESG factors in stakeholder management, with a focus on education and awareness.  Operationalise the Zone Labour Charters with Trade Unions and Tenants.  Incorporate communication to the community in the organisational Communication Strategy.

## 2.3 Top Implementation Risks

Implementation risk is the potential for a development or deployment failure (Spacey, 2017).

**Table 19: Top Implementation Risks**

Risk	Cause	Effect	Impact	Mitigation Measure
Long time needed to establish an operational port infrastructure model (e.g., min. 5-9 years).	Bureaucracy and acquiring of resources required to establish port infrastructure.  Ongoing structural reforms within state-owned companies do not have definitive timelines.	Increased time before accumulation of revenue.  The pioneering model needed with TNPA is new, different and requires broad political and administrative buy in.	Freeport cannot reach full potential and achieve the commercial self-sustainability and catalytic infrastructure & facilities strategic priorities above all others due to: <ul style="list-style-type: none"><li>• The missed investment in new ports infrastructure.</li><li>• Misaligned port and zone planning.</li><li>• Delays outside of the company's control on investors financing arrangements.</li></ul> Increasing costs of doing business and lower business trust and confidence in the state-owned companies and government's ability to undertake needed structural reforms.	Proactively partner with TNPA and national government to deliver the correct infrastructure faster and smarter with appropriate business models.  Explore opportunities for alternative funding and financing.
Time taken to build the Freeport and its services.	Slow service delivery by contractors.	Delayed investments into the Freeport.	Freeport suffers financial loss for each working day/month. Its facilities and services are not operational, and the Freeport cannot reach its full potential and achieve the commercial self-sustainability and catalytic infrastructure and facilities.	Contractor panels for faster delivery.  Professional panels for faster delivery.  Smart integrated systems to track and manage critical paths.
Retaining skilled workforce (long enough for skills transfer to happen), whilst battling inadequate infrastructure resources and skills available.	Infancy of maritime and energy sector within South Africa.  Generational (i.e., millennial) influence of younger workforce.	Lack of fabrication skills and resources in South Africa to meet the requirements of maritime and energy industry.  Skills and knowledge are lost rather than transferred.  Lengthy time required to source fabrication equipment / fabricated parts and skilled personnel.	Outsourcing of employees to meet maritime and energy service industry needs, and the outsourcing of OG&M industry needs to international sources hampers local & industry readiness as a result.  Decreased investment into the Freeport results in not achieving local & industry readiness and building business, government & society partnerships.	Support the knowledge transition through development programmes facilitated.  Maintain the High School Programme and initiate and maintain the Smart Skills Centre to embed 4IR initiatives in youth and school-goers.  Operationalise the Zone Labour Charters with Trade Unions and Tenants.
The pandemic's effect on staff welfare and productivity.	Accelerated move to new ways of work arrangements required and possible.	Demotivated employees, anxiety and low employee morale.	Poor performance and losing good employees due to mental health issues, and younger employees have limited growth opportunities, which inhibits productivity within the Company.	Proactive employee support and enabling access to mental health programmes and dynamic human resources performance management approaches.
Breach of personal company information.	Cyber-attack on ICT infrastructure.	Company data compromised.	Reputational and financial damage to the Company.	Maintaining ICT governance and assurance processes and systems, including the implementation of the POPI Act.



## 2.4 Key Overall Risk Areas

**Figure 31: Key Overall Risk Areas**





# TECHNICAL INDICATOR DESCRIPTIONS

# D

# PART D: TECHNICAL INDICATOR DESCRIPTIONS

## 1 Overall for the Company

Indicator number	1		
Indicator title	<b>Sustainable economic growth and job creation (Indicator title as per short definition)</b>		
Short definition	<p>Freeport Saldanha would create an enabling environment for sustainable economic growth and job creation by:</p> <ol style="list-style-type: none"> <li>1.1. A cumulative contribution to the National GDP by investment within the IDZ by the end of the financial year 2025/26;</li> <li>1.2. A cumulative contribution to the Western Cape GGP by investment within the IDZ by the end of the financial year 2025/26;</li> <li>1.3. The creation of direct, indirect and induced jobs throughout South Africa by the end of the financial year 2025/26;</li> <li>1.4. Rand value of infrastructure and direct investment into and in support of the Freeport by the end of the financial year 2025/26.</li> </ol>		
Purpose	Measure the contribution made to the South African economy overall through Freeport Saldanha's programme and the prioritisation of the Saldanha Bay region.		
Key Beneficiaries	Businesses, Citizens, and Government.		
Source of data	Statistical data from the Freeport Saldanha SAM Economic Model, and for investment, a signed contract which demonstrates the commitment, a verified investor declaration, investor confirmation via written correspondence, official published documents (e.g., annual reports) or public announcements by the company and/or internet articles.		
Data limitations	Information required from consultants and investors.		
Assumptions	Capital and operating expenditure over the five-year financial period by Freeport Saldanha, the Western Cape Government, Transnet and tenants and customers of the zone represents flows of the economic transactions that take place within the economy. There are times that investors do not want to disclose details of their investments or commit to a signed document to specify their investment.		
Means of verification	<p>Report from consultants for economic data.</p> <p>Signed database of projects reflecting the total value of investments, that have been supported directly or indirectly or agreements with external organisations; and signed MOA's; confirmation letters/declaration letters from funders; or investors/funding leveraged/financial statements; or a newspaper article or press release in which the investment is announced; or correspondence/emails from companies confirming the investment; Or final feasibility study/business plan in which the value of the investment project is indicated, or a signed lease agreement.</p>		
Method of calculation	Jobs created that can be directly attributed to the economic impact of the Freeport Saldanha initiative. A simple count of the investment, and each investment will count as one.		
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>

Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access <b>X</b>	Reliability	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Executive Officer				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

## 2 Programme 1: Administration

Indicator number	2				
Indicator title	Unqualified Audit Report				
Short definition	An opinion expressed by the AGSA on their annual audit of the various transactions, systems and policies of the company that determines that all governance arrangements are in place and sufficient.				
Purpose	To ensure that entity delivers on its mandate effectively and efficiently. Strengthens governance structures.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Signed-off audit report from the AGSA.				
Data limitations	None.				
Assumptions	An unqualified audit opinion conveys credibility in the entity's corporate governance, financial management and arrangements and sustainable operations.				
Means of verification (POE)	Signed Audit Report by the AGSA.				
Method of calculation	Signed-off audit report from the AGSA.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity <b>X</b>	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes <b>X</b>	No
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Financial Officer				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					



Indicator number	3				
Indicator title	Number of compliance checklists developed and produced				
Short definition	To ensure that the entity's compliance with legislation is effectively monitored.				
Purpose	To ensure the entity delivers on its mandate.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Legislation.				
Data limitations	None.				
Assumptions	Compliance with legislation is a critical factor of good corporate governance.				
Means of verification (POE)	Developed and / or reviewed compliance checklists.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Legal Advisor				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	4				
Indicator title	Number of compliance checklist implementation reports produced				
Short definition	To ensure that the entity's compliance with legislation is effectively monitored.				
Purpose	To ensure the entity delivers on its mandate.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Compliance checklists and legislation.				
Data limitations	None.				
Assumptions	Compliance with legislation is a critical factor of good corporate governance.				
Means of verification (POE)	Compliance checklist implementation reports produced.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end <b>X</b>	Cumulative Year-to-date	Non-cumulative		
Reporting cycle	Quarterly	Bi-annually <b>X</b>	Annually	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Legal Advisor				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					

Indicator number	5				
Indicator title	Number of frameworks created and / or reviewed				
Short definition	To ensure that frameworks are not out-dated and irrelevant to ensure effective contract management.				
Purpose	To ensure the entity delivers on its mandate effectively and efficiently. Strengthens good corporate governance.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Frameworks.				
Data limitations	None.				
Assumptions	Regular assessments support competitive positioning in the cases of changing dynamics of legislation, e.g., Marine industry, Energy industry and the African Continental Free Trade Agreement				
Means of verification (POE)	Approved Frameworks.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date <b>X</b>	Non-cumulative		
Reporting cycle	Quarterly <b>X</b>	Bi-annually	Annually	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Legal Advisor				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	6				
Indicator title	Conduct an annual review of the Board's performance				
Short definition	To ensure Board effectiveness and development.				
Purpose	To ensure the entity delivers on its mandate effectively and efficiently. Strengthens good corporate governance.				
Key Beneficiaries	Stakeholders, funders and government.				
Source of data	Report from facilitator or service provider.				
Data limitations	None.				
Assumptions	This ensures that the Board stays focused on oversight, compliance, transparency and effective governance, which is essential for maintaining public trust and achieving long-term goals.				
Means of verification (POE)	Report from facilitator or service provider.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity <b>X</b>	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Executive Officer and Board Secretariat				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					

Indicator number	7				
Indicator title	Number of board training sessions conducted				
Short definition	To ensure the Board completes at least one governance, ethics or compliance training annually.				
Purpose	To ensure the entity delivers on its mandate effectively and efficiently. Strengthens good corporate governance.				
Key Beneficiaries	Stakeholders, funders and government.				
Source of data	Training material.				
Data limitations	None.				
Assumptions	This ensures that the board stays focused on oversight, compliance, transparency and effective governance, which is essential for maintaining public trust and achieving long-term goals.				
Means of verification (POE)	Training completion certificate.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly	Bi-annually	Annually X	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity X	
	Is this a Demand-Driven Indicator?			Yes	No X
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Chief Executive Officer and Board Secretariat				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	8				
Indicator title	Number of social media strategies developed.				
Short definition	Creating a comprehensive plan that outlines how Freeport Saldanha will use social media platforms to achieve its goals.				
Purpose	To enhance Freeport Saldanha's digital presence, build relationships with stakeholders, and support the organisation's mission in economic growth and community development. To effectively engage and partner with programme partners towards delivering on the Zone's vision.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Finalised Social media strategy.				
Data limitations	None.				
Assumptions	Target audiences are active on chosen platforms and will engage with relevant content, increasing brand awareness and positive interactions. It presumes that the organisation has resources to manage content consistently, follows a regular posting schedule, and has a crisis management plan in place. Each platform is expected to serve specific objectives, and measurable metrics like engagement, follower growth, and reach will accurately reflect the strategy's effectiveness.				
Means of verification (POE)	Finalised and approved social media strategy.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes	No <b>X</b>
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness <b>X</b>	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Stakeholder Management and Marketing				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					



Indicator number	9				
Indicator title	Percentage of invoices paid within 30 days after receipt of invoice.				
Short definition	The number of invoices paid within 30 days of receipt by the entity against the total number of invoices received by the entity.				
Purpose	To enable suppliers to have sufficient funding to operate their business and to comply with PFMA (S30).				
Key Beneficiaries	Suppliers and funding departments.				
Source of data	Signed Excel database providing the following information: <ul style="list-style-type: none"><li>Name of supplier</li><li>Invoice number</li><li>Amount of invoice</li><li>Date received</li><li>Date paid</li></ul>				
Data limitations	N/A				
Assumptions	Suppliers submit the correct invoice timeously.				
Means of verification (POE)	Excel spreadsheet.				
Method of calculation	Number of invoices paid within 30 days of receipt by the entity over the total number of invoices received by the entity*100. Numerator (number of invoices paid within 30 days)/Denominator (total number of invoices received).				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly <b>X</b>	Bi-annually	Annually	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness <b>X</b>	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No <b>X</b>
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Financial Officer and Financial Accountant				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	10				
Indicator title	Percentage of ICT servers, networks and cyber security uptime				
Short definition	To ensure effective and efficient ICT systems are in place and is performing optimally within the digital transformation and cyber space environment.				
Purpose	To ensure that entity delivers on its mandate effectively and efficiently. Strengthens governance structures.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	ICT quarterly report.				
Data limitations	None.				
Assumptions	ICT compliance is a critical factor of good corporate governance.				
Means of verification (POE)	Quarterly ICT reports.				
Method of calculation	Weighted Average calculation of the servers, network, and cybersecurity uptime.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly X	Bi-annually	Annually	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity X	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes X	No
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Chief Financial Officer and ICT				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	11				
Indicator title	Number of Employment Equity Plans implemented				
Short definition	Improve presentation of currently under-represented categories of people, with the emphasis on targeted groups at all levels, focused on the long-term objective of reflecting the demographics of the economically active population of the Western Cape.				
Purpose	An organisational culture in which diversity, equity and inclusion is encouraged and valued while focusing on shared values to optimise team spirit, promote mutual understanding, optimise potential and achieve organisational goals.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Approved employment equity plan.				
Data limitations	None.				
Assumptions	No unfair discriminatory practices, implicit or explicit, will exist anywhere in the Company.				
Means of verification (POE)	Employment Equity Plan submitted to DOL.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes	No <b>X</b>
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity <b>X</b>	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes <b>X</b>	No
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Financial Officer and Human Resources				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	12				
Indicator title	Number of self-sustainability solutions implemented				
Short definition	To explore and implement financial sustainability solutions to ensure the entity move towards operating without financial support from the shareholder.				
Purpose	To ensure that entity move towards self-sustainability.				
Key Beneficiaries	Businesses, Citizens, and Government				
Source of data	Agreements/reports/documents.				
Data limitations	None.				
Assumptions	Self-sustainability is crucial for the continuation of the entity.				
Means of verification (POE)	Number of self-sustainability solutions implemented.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity <b>X</b>	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Chief Financial Officer				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					

### 3 Programme 2: Operations

Indicator number	13				
Indicator title	Number of signed and verified database listing growth opportunities supported				
Short definition	Support development of investor opportunities in markets. Business attraction is defined as any business that may contribute to an increase in regional GDP and economic growth, and it can include a specific industry, cross-cutting theme, and sector. Business attraction may be government-driven, private-sector-driven or jointly driven by government and private sector. “Supported” is defined as any assistance provided by the Freeport in facilitating the progress of the project and support can include coordination amongst relevant stakeholders, funding of projects, project management and/or undertaking/directing project preparation studies and over guiding or overseeing the operations of the project.				
Purpose	Local and foreign investment is a critical contributor towards economic growth. It increases domestic expenditure through contributing towards capital goods demand. It expands production capacity and improves cost-effectiveness and competitiveness. Additionally, it enhances productivity (including labour productivity). It also provides scope for higher value addition in production and services, and it potentially introduces innovation and international quality standards thus facilitating competitiveness and exports. For the Growth for Jobs Strategy, investment by the private sector will be a fundamental indicator of success.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Signed and verified database listing the growth opportunities attracted and supported.				
Data limitations	None.				
Assumptions	None.				
Means of verification (POE)	Signed and verified database listing the growth opportunities supported including the following fields: a. Type of growth opportunities attracted and supported b. The applicable sector c. Contact details d. Responsible person e. Indicator Target f. Budget per growth opportunity attracted and supported				
Method of calculation	A simple count of the number of growth opportunities attracted and supported. Each growth opportunity supported will count as one.				
Calculation type	Cumulative Year-end X	Cumulative Year-to-date	Non-cumulative		
Reporting cycle	Quarterly X	Bi-annually	Annually	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness X	Integrity	
	Is this a Demand-Driven Indicator?			Yes	No X
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Investment Facilitation				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	14				
Indicator title	Percentage available space tenanted				
Short definition	Freeport Saldanha is creating a conducive business environment for customers and stakeholders.				
Purpose	Freeport Saldanha is creating a conducive business environment for customers and stakeholders.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Signed agreements with identified stakeholders and partners in the Access Complex, Facilities and Land.				
Data limitations	None.				
Assumptions	Operationalisation of the facilities will promote the intended impact.				
Means of verification (POE)	Signed agreements.				
Method of calculation	Weighted average – Access Complex 30%, Facilities 50% and Land 20%.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access <b>X</b>	Reliability	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Transaction & Investor Support				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					



Indicator number	15				
Indicator title	Number of signed tenant and operator lease agreements				
Short definition	Number of tenants and operators with signed lease agreements with Freeport Saldanha.				
Purpose	Formalising agreements with tenants and operators will result in revenue generation and economic activity.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Signed leases.				
Data limitations	None.				
Assumptions	Signed leases enables Freeport Saldanha to forecast, manage and enable revenue generation, economic activity and infrastructure and land requirements.				
Means of verification (POE)	Signed leases.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end X	Cumulative Year-to-date	Non-cumulative		
Reporting cycle	Quarterly X	Bi-annually	Annually	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity X	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Investment Facilitation, and Executive: Transaction and Investor Support				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	16				
Indicator title	Number of processes on applications, registrations and other processes				
Short definition	Freeport Saldanha and stakeholders have established service level agreements to allow for the joint development of solutions to reduce red tape, unnecessary bureaucracy, slow timelines related to various applications, registrations and processes.				
Purpose	Maintain and improve the various SOPs and processes developed jointly by stakeholders and Freeport Saldanha.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Applications, registrations and approvals.				
Data limitations	None.				
Assumptions	Industry views the responsibilities of government entities and their respective interfaces with industry as critical to their goal of setting up business and operating in the zone in Saldanha Bay.				
Means of verification (POE)	Applications, registrations and approvals.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness <b>X</b>	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Investment Facilitation				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	17				
Indicator title	Number of sector marketing profiles produced				
Short definition	Marketing profiles aimed at providing evidence-based information.				
Purpose	Awareness of Freeport Saldanha offerings.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Data from official and reliable sources.				
Data limitations	None.				
Assumptions	Sector diversification.				
Means of verification (POE)	Marketing profile material (electronic and/or hard copy).				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly	Bi-annually	Annually X	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability	Responsiveness	Integrity X	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Investment Facilitation and Marketing				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	18				
Indicator title	Number of investment conferences hosted with partners				
Short definition	Freeport Saldanha is creating a conducive investor environment for business development and promotion.				
Purpose	Enhancing the investor experience and marketing Freeport Saldanha regionally and nationally.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Conference register.				
Data limitations	None.				
Assumptions	Budget allocation and resource availability.				
Means of verification (POE)	Conference attendee register and conference programme.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?		Yes <b>X</b>	No	
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access <b>X</b>	Reliability	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?		Yes <b>X</b>	No	
	Is this a Standardised Indicator?		Yes	No <b>X</b>	
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?		Yes	No <b>X</b>	
Indicator responsibility	Executive: Investment Facilitation and Events				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					

Indicator number	19				
Indicator title	Percentage threshold maintained for acceptability in project performance in accordance with agreed milestones				
Short definition	The delivery of infrastructure projects timeously, within budget, and acceptable quality standards.				
Purpose	Freeport Saldanha aims to deliver infrastructure projects in an efficient manner to maximise productivity without overspending on resources and to minimise re-work due to unacceptable quality.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Payment certificates, cost reports, and project close out reports.				
Data limitations	None.				
Assumptions	Chosen construction suite/ contract makes provision for ample site supervision for developing SMMEs. Freeport continuously monitors progress, financials, and quality through monthly reporting.				
Means of verification (POE)	Payment certificates, cost reports, and project close out reports.				
Method of calculation	Weighted average: a comparison of initially estimated project budget and time to the actual achieved targets. A measure of quality with the quality checks set at project start. This will be measured based on agreed milestones.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target <b>X</b>	On target	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	20				
Indicator title	Develop a green building plan for the zone				
Short definition	Developing a plan for sustainable building practices for the zone.				
Purpose	Freeport Saldanha has established itself as a green energy hub making it essential that infrastructure development responds to this drive. The aim to is convert existing infrastructure to comply with green building practices and incorporate green practices in design stage for new facilities.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Finalised Green buildings strategy.				
Data limitations	None.				
Assumptions	The construction and panel of professionals set up through Freeport Saldanha's SCM will provide industry knowledge as input for this strategy. There will be funding made available to develop the strategy, and funding when it is ripe for implementation. There are pending taxes that will be imposed on carbon heavy buildings.				
Means of verification (POE)	A finalised strategy.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					



Indicator number	21				
Indicator title	Develop a zone utility resilience plan				
Short definition	Developing a plan for Freeport Saldanha's reliable of utility supply.				
Purpose	Freeport Saldanha currently receives its utilities from the Saldanha Bay Municipality. The supply is currently sufficient for Freeport's operations but will be insufficient as land uptake increases. Developing a resilience strategy will future proof the zone ensuring that supply always exceeds demand. More importantly, ensuring that sustainable alternatives such as PV panels, water and recycling practices are incorporated.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Finalised zone utility resilience strategy.				
Data limitations	None.				
Assumptions	The panel of professionals set up through Freeport Saldanha's SCM will provide industry knowledge as input for this strategy. There will be funding made available to develop the strategy, and funding will be available when it is ready for implementation.				
Means of verification (POE)	A finalised strategy.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly	Bi-annually	Annually X	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability X	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	"None of the above"
Implementation Data (Key deliverables measured)					

Indicator number	22				
Indicator title	Develop and implement a maintenance plan				
Short definition	Developing a framework for estate management and infrastructure aftercare.				
Purpose	Freeport Saldanha has built infrastructure to a value of ~R1 billion. Maintenance is essential to ensure longevity, zone upkeep, and reduced downtime on utility supply.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Finalised infrastructure maintenance strategy.				
Data limitations	None.				
Assumptions	Existing infrastructure database and conditional assessment can be used as input into the strategy and a web-based platform can be sourced for implementation.				
Means of verification (POE)	A finalised strategy				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative <b>X</b>		
Reporting cycle	Quarterly	Bi-annually	Annually <b>X</b>	Biennially	
Desired performance	Higher than target	On target <b>X</b>	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes <b>X</b>	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability <b>X</b>	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes <b>X</b>	No
	Is this a Standardised Indicator?			Yes	No <b>X</b>
Spatial location of indicator	Number of locations	Single location <b>X</b>		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality <b>X</b>	Ward	Address
	Detail / Address / Coordinates:			12 Main Road, Vredenburg, 7380	
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No <b>X</b>
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: <b>N/A</b> Description of spatial impact: <b>N/A</b>				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above <b>X</b>				
Provincial Strategic Implementation Plan (PSIP)	G4J <b>X</b>	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	23				
Indicator title	Develop and insource mapping service system				
Short definition	Developing a portal for web-based mapping for infrastructure data.				
Purpose	Freeport Saldanha requires maps to engage with investors and to plan for infrastructure development. This web-based platform has been hosted externally however it is essential that the organisation manages and updates its own data.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Finalised infrastructure data management strategy.				
Data limitations	None.				
Assumptions	The panel of professionals set up through Freeport Saldanha's SCM will provide industry knowledge as input for this strategy. There will be funding made available to develop the strategy, and funding will be available when it is ready for implementation.				
Means of verification (POE)	A finalised strategy and web-based mapping portal.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly	Bi-annually	Annually X	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability X	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					

Indicator number	24				
Indicator title	Percentage of procurement spend through local SMME opportunities				
Short definition	Develop short-medium jobs opportunities through construction delivery programmes.				
Purpose	To maximise job opportunities by creating a conducive environment where local SMMEs can participate through competitive tendering.				
Key Beneficiaries	Businesses, Citizens, and Government.				
Source of data	Construction contracts.				
Data limitations	None.				
Assumptions	Through continuous improvement of the Design and Build model for infrastructure delivery, FSIDZ can influence design principles to maximise job opportunities for local SMMEs. There is a panel of engineering professionals for initial designs.				
Means of verification (POE)	Construction contracts.				
Method of calculation	Simple count.				
Calculation type	Cumulative Year-end	Cumulative Year-to-date	Non-cumulative X		
Reporting cycle	Quarterly	Bi-annually	Annually X	Biennially	
Desired performance	Higher than target	On target X	Lower than target		
Type of indicator	Is this a Service Delivery Indicator?			Yes X	No
	If yes, confirm the priority area(s) that the deliverable(s) measured through this indicator will improve (multiple selections can also be made):				
	Access	Reliability X	Responsiveness	Integrity	
	Is this a Demand-Driven Indicator?			Yes X	No
	Is this a Standardised Indicator?			Yes	No X
Spatial location of indicator	Number of locations	Single location X		Multiple locations	
	Extent:				
	Provincial	District	Saldanha Bay Local Municipality X	Ward	Address
	Detail / Address / Coordinates:		12 Main Road, Vredenburg, 7380		
	For multiple delivery locations, will this be shared in the Annual Operational Plan (AOP)?			Yes	No X
Indicator responsibility	Executive: Infrastructure				
Spatial transformation	Spatial transformation priorities: N/A Description of spatial impact: N/A				
Disaggregation of beneficiaries – Human Rights groups	Target for women: Target for youth: Target for people with disabilities: Target for older persons: None of the above X				
Provincial Strategic Implementation Plan (PSIP)	G4J X	Safety	Educated, Healthy & Caring Society	Innovation, Culture and Governance	“None of the above”
Implementation Data (Key deliverables measured)					







# **FREEPORT** **SALDANHA**

INDUSTRIAL DEVELOPMENT ZONE

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**PR01/2025  
ISBN: 978-1-77997-438-9**

