ANNUAL REPORT

Parow East Industrial City Improvement District NPC

Annual Report and Financial Statements

for the year ended 30 June 2026

PAROW EAST

INDUSTRIAL CITY IMPROVEMENT DISTRICT

Our online report is available at www.peicid.co.za

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PART A: GENERAL INFORMATION

1. GENERAL INFORMATION

Registered Name:	Parow East Industrial City Improvement District (PEICID) Non-Profit Company
Registration No:	2022/645470/08
Physical Address:	Unit 3, 22 Boompies Street, Parow East, Cape Town, 7500
Postal Address:	Unit 3, 22 Boompies Street, Parow East, Cape Town, 7500
Telephone Number/s:	**PEICD Manager/s:** Jean Olivier - 084 743 8030
Email Address:	nfo@peicid.co.za
Website Address:	www.peicid.co.za
External Auditors:	C2M Chartered Accountants
Banker's Information:	Standard Bank
Company Secretary:	Wejaen Viljoen

2. LIST OF ABBREVIATIONS/ACRONYMS

PEICID	Parow East Industrial City Improvement District
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CCT	City of Cape Town
KPI	Key Performance Indicators
SCM	Supply Chain Management

3. FOREWORD BY THE CHAIRPERSON

Dear Stakeholders

The 2025/2026 financial year marked a significant milestone for the Parow East Industrial City Improvement District (PEICID), representing the final year of our current business plan. Throughout this period, we remained committed to our vision of establishing and maintaining a safe, clean, attractive and well-managed industrial area that supports sustainable business growth, encourages investment and strengthens Parow East as a preferred location for businesses to operate and expand.

PEICID was established in response to concerns raised by local property and business owners regarding crime, the condition of the public environment and the need for improved urban management. Our responsibility remains to provide supplementary services that address these challenges and contribute to a more secure and functional business precinct.

Public safety remains our primary strategic priority. Through visible security patrols, CCTV surveillance and cooperation with the South African Police Service (SAPS), the City of Cape Town and other security stakeholders, we continue to support efforts to improve safety within the area. Cleaning, urban maintenance, environmental improvement and social upliftment are equally important in creating an environment where businesses can operate with confidence and employees and visitors feel welcome.

The audited financial statements for the year ended 30 June 2026 reflect a positive financial outcome.

Despite the progress made, challenges remain. Crime and security concerns, the maintenance of public infrastructure, illegal dumping and the broader condition of the urban environment require ongoing attention. Rising fuel costs also place pressure on public safety operations. Addressing these matters requires continued engagement with the City, SAPS, property owners and businesses, as well as careful planning and monitoring of our resources.

As we prepare for the next five-year term, the proposed Business Plan and Implementation Plan for 2027/32 provide an opportunity to build on the existing service model. The focus will remain on public safety, cleaning, maintenance, CCTV infrastructure, recycling, environmental improvement, social responsibility and communication. These priorities are intended to support economic activity, protect property values and strengthen Parow East as a business and industrial destination.

Good governance, transparency and accountability will remain central to the Board's work. We are committed to maintaining appropriate oversight of service providers, monitoring expenditure and ensuring that our activities remain aligned with the approved Business Plan and the needs of our members.

I would like to thank my fellow directors for their commitment and guidance, our management team and service providers for their continued efforts, and the City of Cape Town, SAPS, property owners and businesses for their cooperation. The progress of PEICID depends on the collective contribution of all these stakeholders.

As we look ahead, our commitment remains clear: to continue improving the safety, cleanliness and management of Parow East while ensuring that PEICID remains financially responsible and responsive to the needs of the business community.

Yours sincerely
Michael Birch
Chairperson
Parow East Industrial City Improvement District Non-profit Company

4. MANAGEMENT OVERVIEW

Dear Stakeholders

During the 2025/2026 financial year, the Parow East Industrial City Improvement District (PEICID) continued delivering supplementary services aimed at improving public safety, cleaning, urban maintenance, environmental management and social development within the Parow East industrial area. Our operational focus remains on responding to the needs of property owners and businesses while maintaining a safe, clean and functional public environment.

Public safety continues to account for the largest share of our operational expenditure. Through our appointed security service provider, Byers Security Solutions, supported by control room services and CCTV surveillance, we continue to contribute to crime prevention and the monitoring of public spaces. Cooperation with SAPS and the City of Cape Town remains essential in addressing security concerns and responding to incidents within the precinct.

CCTV infrastructure also requires ongoing attention. Continued maintenance and monitoring are necessary to ensure that the network remains a useful component of our public safety efforts.

Cleaning and urban management services remain important to the day-to-day functioning of the district. These activities support the removal of waste, maintenance of public spaces and identification of infrastructure concerns. Stakeholder engagement and communication with the City also remain important in addressing service-delivery challenges and pursuing improvements that benefit local businesses and property owners.

The audited financial statements for the year ended 30 June 2026 show that PEICID generated total revenue of R2.239 million, compared with R2.103 million in the previous financial year.

The annual financial statements were independently audited by C2M Chartered Accountants Incorporated, which issued an unmodified audit opinion. The statements were prepared in accordance with the applicable financial reporting requirements for small and medium-sized entities. The directors also confirmed that the organisation has adequate financial resources to continue operating for the foreseeable future.

Looking ahead, the proposed five-year Business Plan and Implementation Plan for 2027/28 to 2031/32 set out the priorities for the next term. These include maintaining public safety patrols and CCTV monitoring, improving incident reporting, continuing cleaning and maintenance services, supporting recycling and greening initiatives, and strengthening social upliftment and communication. The proposed budget increases from R2.48 million in 2027/2028 to R3.22 million in 2031/2032, with funding primarily derived from additional property rates.

Financial and administrative controls will remain a priority. Management will continue monitoring budgets, reporting expenditure to the Board and addressing procurement requirements. The Board will also continue considering appropriate measures to manage surplus funds and maintain financial accountability.

I would like to thank the Board of Directors for its oversight, our service providers and management team for their work, and the City of Cape Town, SAPS, property owners and businesses for their ongoing cooperation. Their support is essential to delivering our mandate and addressing the challenges facing the precinct.

Our focus remains on practical service delivery, sound financial management and continuous improvement, ensuring that PEICID continues to provide value to its members and contributes to a safer, cleaner and better-managed Parow East.

Yours sincerely,
Gene Lohrentz
Chief Executive Officer
Geocentric Urban Management as management company for the Parow East Industrial City Improvement District

5. STATEMENT OF DIRECTORS' RESPONSIBILITY AND CONFIRMATION OF ACCURACY OF THE ANNUAL REPORT

We confirm that, to the best of our knowledge:

All information and amounts disclosed in the annual report are consistent with the annual financial statements audited by C2M Auditors Inc.

The directors consider the annual report, taken as a whole, to be accurate, fair, balanced, and free of material omissions.

The Financial Statements, prepared in accordance with the applicable accounting standards give a true and fair view of the assets, liabilities, and financial position of the company.

The external auditors have been engaged to express an independent opinion on the annual financial statements.

Approved by the board on 21 August 2026 and signed on behalf by Emile du Toit and Gary Niewstad.

Michael Walter Birch
Director of the Board
21 August 2026

6. STRATEGIC OVERVIEW

6.1. Vision

The Parow East Industrial Improvement District (PEICID) was formally established in 2022 providing supplementary public safety, urban maintenance, and urban cleaning services in close cooperation with the various City Departments as well as South African Police Services (SAPS).

The Parow East Industrial area supports a business mix including some light industries as well as various industrial parks. At the onset of the initial five-year plan, the public environment was clearly in distress with marked levels of urban degradation. Since inception the PEICID has made every effort to improve the urban environment through various interventions including public safety patrols, urban cleaning and the maintenance and repair of public infrastructure in cooperation with the City of Cape Town.

The PEICID is positioning itself to address the ongoing issues impacting the area, including the potential for urban infrastructure damage, traffic congestion, littering and increased opportunities for crime that may impact the entire area. Considering these challenges the PEICID aims to continue to motivate property owners to enhance their investments and work closely with the PEICID and the City of Cape Town.

6.2. Mission

Our mission is to implement and maintain a turn-around strategy to halt urban degeneration of the area thereby creating a safe and attractive industrial area.

Our strategy for promoting that vision is detailed in our Business Plan, available online at www.peicid.co.za

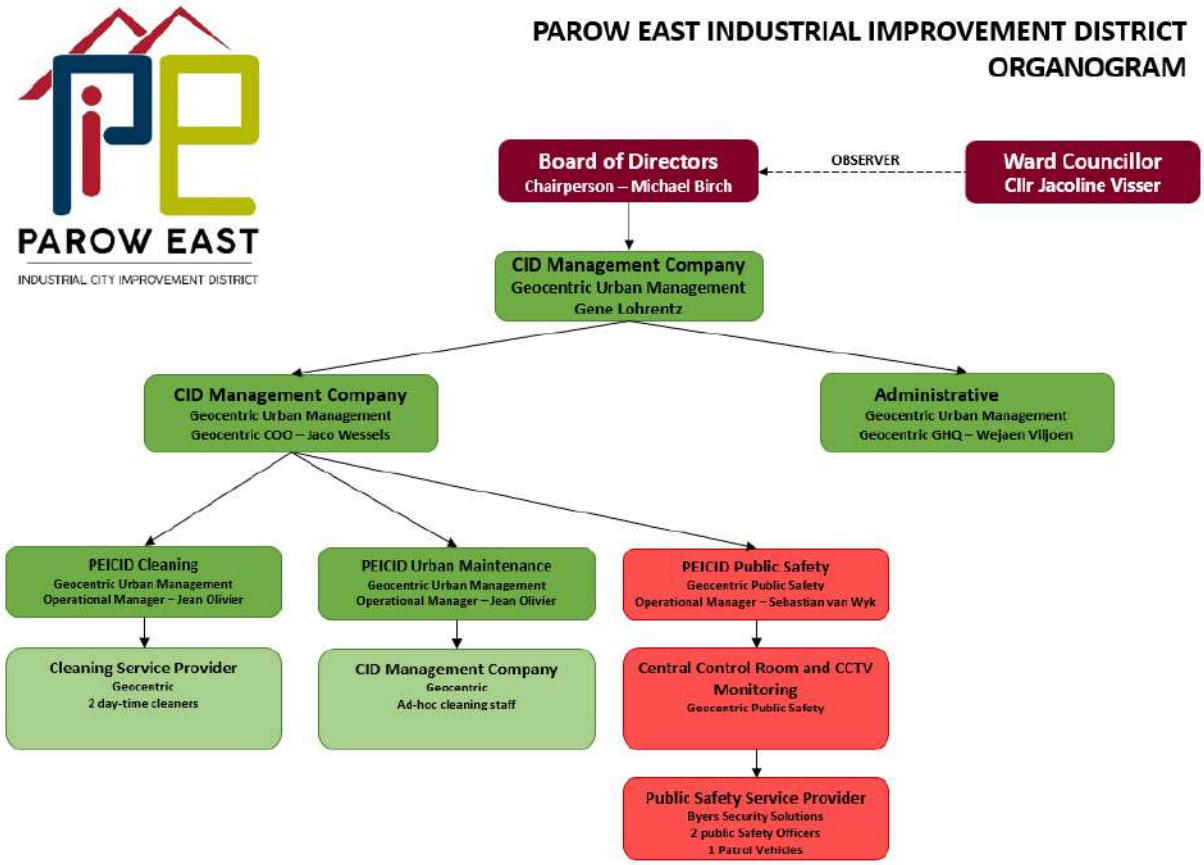
6.3. Our Goals

- Improve Public Safety significantly by proactive visible patrolling and cooperation with existing SAPS and City of Cape Town Law Enforcement efforts as well as other security service providers in the area.
- Creating a safe and clean public environment by addressing issues of maintenance and cleaning of streets, pavements and public spaces.
- Manage existing and new public infrastructure for the future benefit of all the users of the area.
- Protect property values.
- Attract new investment to the area.
- Support and promote social responsibility in the area.
- The sustained and effective management of the PEICID area.

7. STATUTORY MANDATE

In terms of the CID By-law and s.22 of the Municipal Property Rates Act, the Parow East Industrial Improvement District NPC is tasked with considering, developing and implementing improvements and upgrades to the Parow East Industrial Improvement District area to supplement services provided by the CCT. The funding comes from additional rates collected by the CCT from CID property owners and paid over to the company under the aforesaid legislation and may be supplemented by local fundraising initiatives. In expending these funds, the company is subject to oversight by the CCT in terms of the CID By-law and Policy, as well as public procurement principles enshrined in s. 217 of the Constitution of the Republic of South Africa, 1996 (the “Constitution”).

8. ORGANISATIONAL STRUCTURE



9. MEET YOUR TEAM

Geocentric Urban Management Team

Gene Lohrentz
Chief Executive Officer

- Company enquiries
- Proposals
- Community groups and liaison

Contact Details

gene@geocentric.co.za
083 255 7657

Jaco Wessels
Chief Operating Officer

- Operational enquiries
- Control Room issues
- Collaboration requests
- CCTV enquiries

Contact Details

coo@geocentric.co.za
062 650 3322

Wejaen Viljoen
Admin & Information Manager

- Admin enquiries
- Reports
- AGM enquiries
- Board Meeting enquiries
- HR enquiries

Contact Details

admin@geocentric.co.za
062 753 4779

Jean Olivier
CID Manager

- Day-to-day Operations

Contact Details

peicid@geocentric.co.za
084 743 8030

For emergencies contact our 24-hour Control Room on 021 565 0900 or info@geocentric.co.za or visit our website geocentric.co.za

Join our community WhatsApp group for realtime updates by sending a message with your name, surname, business name and business street address to 081 869 8911.

PART B: PERFORMANCE INFORMATION

1. SITUATIONAL ANALYSIS

1.1 Service delivery environment

Through the efforts of the PEICID the area has been upgraded and maintained. During this term the PEICID is positioning itself to address the significant impact of infrastructure theft and the associated potential for urban decay, littering and increased opportunities for crime that may impact the entire PEICID area.

In the light of these challenges the PEICID aims to continue to enhance the area and work closely with the City of Cape Town to upgrade its road surfaces and upgrades around the Public Transport Interchange.

1.2. Organizational environment

Many of the day-to-day activities such as meetings, Board meetings, contact with community organisations and engagements with the City of Cape Town was hampered by the national lockdown. Nonetheless, online video conferencing proved invaluable to maintain progress and momentum. These engagements largely focussed on dealing with the impact of the pandemic and the continued provision of to-up services.

2. STRATEGIC OBJECTIVES

Strategically, the PEICID works in partnership with the City of Cape Town and the property and business owners towards the economic upliftment of the area by maintaining a level of safety and cleanliness to promote the use of and investment in the area. This is achieved through:

- Increased public safety
- Encouraging the maintenance and upgrading of private properties and public spaces in the area.
- Creating a clean and well-maintained public environment
- Assist with the management and solution to the issues of people living on the streets of Parow East Industrial.

3. COMPLAINTS PROCESS

The PEICID offers numerous channels for dealing with complaints. Formal complaints are lodged to the PEICID management via email. The PEICID management will act on the complaint including one or more of the following actions:

- Referring serious complaints to the COO and CEO of the management company and/or the Board
- Meeting with the complainant to understand the problem and address the issue
- Scheduling the necessary tasks or actions to resolve the matter by the PEICID team
- Logging a service request with the City of Cape Town
- Communicating with the complainant on the actions taken

- Follow-up process and communication with the complainant until the matter is resolved
- Complaints are also received via website contact messages, email replies to newsletters and feedback via various social media platforms including dedicated WhatsApp groups which are monitored via the central control room.
- Telephonic complaints are also dealt with via the operational managers, or the central control room and the central control room number is visible on all patrol vehicles.
  Most of the complaints relate to crime incidents or perceived criminal activity or relates to illegal dumping. Unless immediate response is required, safety and crime incidents are dealt with through our monthly meetings with the SAPS or through the adjustment of our public safety deployment plans. Illegal dumping is either cleared by the PEICID cleaning team as soon as possible or if necessary, a service request is logged with the City of Cape Town and followed up until completed.

4. PERFORMANCE INFORMATION

4.1. PUBLIC SAFETY

4.1.1. To improve safety and security the PEICID developed a comprehensive and integrated public safety plan for the area in conjunction with an appointed service provider. These actions include coordination and cooperation with:

- The South African Police Service
- Local Community Policing Forums
- Other existing security services in the area
- City of Cape Town Safety and Security Directorate
- Community organisations
- Other stakeholders

4.1.2. The PEICID initiative and the inherent security situation of the area require the deployment of public safety patrol officers to adequately secure the public areas. Such a deployment can be expensive to implement and therefore the focus of the public safety plan is on roaming vehicles and foot patrols with the highest number of resources deployed during day-time operations between 06:30 and 17:30 when most businesses are operational in the area. Considering the contributions from other stakeholders such as the SAPS and safety and security efforts from the City of Cape Town the following public safety and security plan is proposed for the PEICID.

4.1.3. This plan involves the deployment of Public Safety Patrol Officers (like the concept of Neighbourhood Safety Ambassadors) and public CCTV surveillance system to provide a reassuring presence on streets 7 days a week.

4.1.4. The public safety patrol officers are brightly uniformed ambassadors that help to maintain an inviting and comfortable experience by serving as additional “eyes and ears” for local law enforcement agencies. They are the face of the area. Typically, they get to know their neighbourhood and community very well and often serve as a first point of contact for emergency needs, help law enforcement to maintain order and provide an additional deterrent to crime through their consistent coverage and visibility. Public Safety Patrol Officers are equipped with two-way

radios and walk or patrol the area at key times of the day. They become an integral part of general law enforcement, often being the ones to identify public safety issues and form an extension of the SAPS and the local authority law enforcement. A small group of well-trained public safety patrol officers have proven to be very successful in securing an area through active engagement with all people in the precinct. Additional training of patrol officers is required to become knowledgeable on issues such as public safety and reporting, first aid and first-responder training, communication skills and homeless outreach services. Beyond basic training the Public Safety Patrol Officers develop a keen awareness and information of specific neighbourhood safety issues including drug trade, gang presence, poverty, social issues, criminal activity, and behaviour. If required patrol officers also provide walking escorts to people entering businesses early or staff leaving work late or elderly and vulnerable people feeling insecure.

4.1.5. The public safety plan includes:

- 1 x public safety patrol vehicles patrolling the area on a 24/7 basis.
- Radio communications network.
- Centralised Control Room and CCTV monitoring
- CCTV camera network comprising of cameras and monitoring as set out in the implementation plan time scale.

4.1.6. Assistance from the City of Cape Town

4.1.7. The PEICID will further enhance its public safety initiative through close cooperation with the Safety and Security Directorate of the City of Cape Town to link in with their initiative to support a safer public environment. This effort will be focused on utilising the services of Law Enforcement officers from the City of Cape Town in the area.

4.1.8. The activities of the Public Safety Officers and patrols are measured through a comprehensive management system for the logging of public safety incidents. The logging, mapping and analysis of these incident reports informs the adjustment of the public safety deployment plan for the area. The deployment plan is revised monthly.

Public Safety Performance Information

ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
1. Identify the root causes of crime in conjunction with the SAPS, Local Authority and existing Public Safety service using their experience as well as available crime and public safety incident statistics.	Incorporate in Public Safety Management Plan	Ongoing	

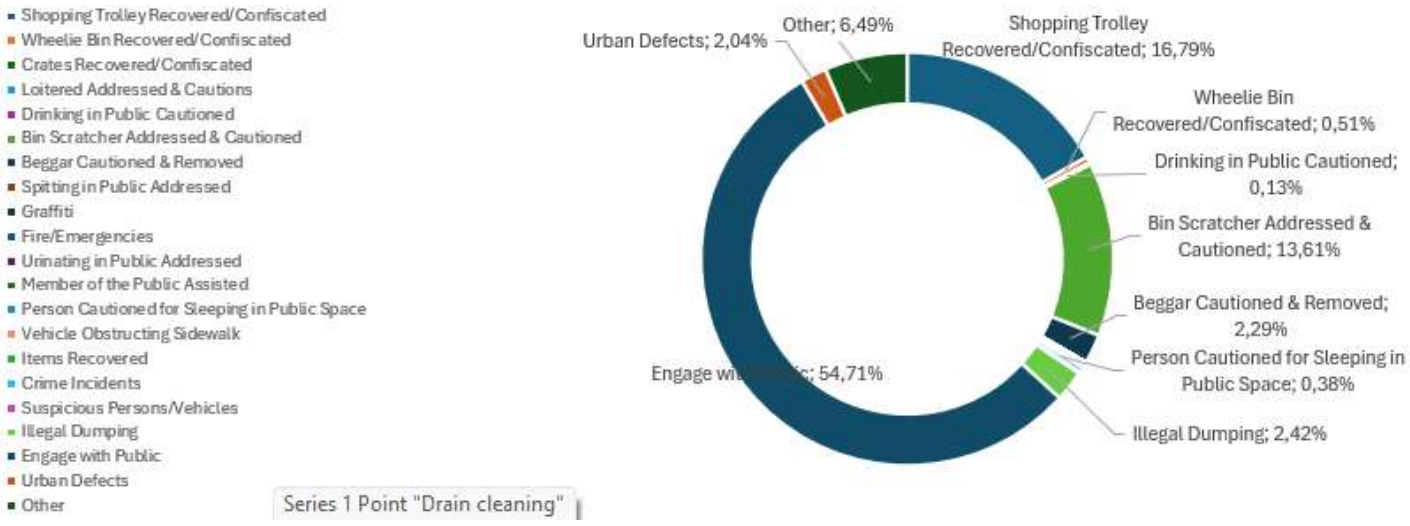
ACTION STEPS	KEY PERFORMANCE INDICATOR	FREQUENCY per year	Comments
2. Determine the Crime Threat Analysis of the CID area in conjunction with the SAPS, determine strategies by means of an integrated approach to improve public safety, identify current Public Safety and policing shortcomings and develop and implement effective public safety strategy	Incorporate in Public Safety Management Plan	Ongoing	
3. Deploy Public Safety resources accordingly and effectively on visible patrols. Public Safety personnel and patrol vehicles to be easily identifiable	Effective Safety and Public Safety patrols in the PEICID measured by: Daily attendance registers Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Ongoing	Public safety officers are inspected and posted to their patrols daily. The Public safety officer's performance is measured on a weekly basis using the incident reports submitted via the incident reporting system and the public safety WhatsApp groups.
4. Assist the police through participation by PEICID in the local Police sector crime forum.	Incorporate feedback and information in Public Safety and safety initiatives of the PEICID Report on any Public Safety information of the PEICID to the CPF	Monthly	
5. Monitor and evaluate the Public Safety strategy and performance of all service delivery on a quarterly basis	Report findings to the PEICID Board with recommendations where applicable	Quarterly	
6. Deploy CCTV cameras monitored by a CCTV Control Room	Effective use of CCTV cameras through monitoring	Ongoing	

IMPROVE AND CONTINUALLY ASSESS ALIGNMENT OF RESOURCES WITH SAFETY NEEDS OF LOCAL COMMUNITY			
ACTION STEPS	**KEY PERFORMANCE INDICATOR**	**FREQUENCY per year**	**Comments**
7. Deploy Law Enforcement Officers in the PEICID in support of the Public Safety Initiative	Measure effectiveness through Law Enforcement Statistics	Monthly	
8. Weekly Public Safety Reports from Contract Public Safety Service Provider	Report on findings to the PEICID Board with recommendations where applicable Incident reports Patrol vehicle tracking reports Patrol vehicle patrol logs	Weekly	**Incident reports** See the Table and Graph below **Patrol vehicle patrol logs** See the Table below
9. Identify "hot spot" areas.	Number of "hot spot" areas identified and the number of "hot spot visitation for the reporting period	Monthly	See the Table Below

Public Safety Incidents Summary Report

Type	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Shopping Trolley Recovered/Confiscated	470	304	132	↓	↓
Wheelie Bin Recovered/Confiscated	16	15	4	↓	↓
Crates Recovered/Confiscated	0	1	0	→	↓
Loitered Addressed & Cautions	26	4	0	↓	↓
Drinking in Public Cautioned	2	0	1	↓	↑
Bin Scratcher Addressed & Cautioned	592	672	107	↓	↓
Beggar Cautioned & Removed	4	16	18	↑	↑
Fire/Emergencies	6	7	2	↓	↓
Urinating in Public Addressed	7	0	0	↓	→
Member of the Public Assisted	20	9	2	↓	↓
Person Cautioned for Sleeping in Public Space	6	4	3	↓	↓
Vehicle Obstructing Sidewalk	2	0	1	↓	↑
Items Recovered	1	0	0	↓	→
Crime Incidents	0	1	0	→	↓
Suspicious Persons/Vehicles	2	1	0	↓	↓
Illegal Dumping	131	45	19	↓	↓
Engage with Public	520	435	430	↓	↓
Urban Defects	121	70	16	↓	↓
Other	59	151	51	↓	↓
TOTAL	**1 985**	**1 735**	**786**		

Public Safety Incidents Graph



From 1 July 2025 to 30 June 2026 the patrol vehicle logged the following number of patrol kilometres:

Patrol Vehicle 1: 48 956 km

Total: 48 956 km

- The most significant challenge to the public safety operations in PEICID remains the limited resources.

- The PEICID's overall strategy to address the challenge is based on a multi-disciplinary approach which includes the following measures:

  - Engaging the City of Cape Town for the deployment of additional Law Enforcement Officers for the Parow East Industrial Public.

  - Deploy CCTV cameras to enhance the deployment of the Public Safety Operations.

4.1.9. Resource Allocation

- During the reporting period the PEICID deployed one patrol vehicle with two public safety officers on a 24-hour basis, seven days a week.

- A budget of R 1 347 756 was expended on the Public Safety deployments for the year, and an additional R 84 000 was allocated for CCTV monitoring.

Actual expenditure compared with the projected expenditure for (1) the financial year preceding the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2025/2026")

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Public Safety	R 1 290 000	R 1 288 716	R 1 284	R 1 348 205	R 1 347 756	R 449
CCTV Monitoring	R 84 000	R 84 000	-	R 86 562	R 84 000	R 2 562

4.2. MAINTENANCE AND CLEANSING SERVICES

4.2.1. The PEICID deployed the services of a dedicated public cleaning service to provide the supplementary service or additional cleaning services required in their area. To establish the most effective cleaning plan the strategy supports existing waste management services, identify specific management problems and areas and assist in developing additional waste management and cleaning plans for the area.

4.2.2. The plan was executed by establishing a small team to:

- Decrease waste and grime in the area through a sustainable cleaning programme.
- Provide additional street sweeping, waste picking and additional refuse collection in all the public areas.
- Removal of illegal posters, graffiti and stickers from non-municipal infrastructure.

4.2.3. Urban infrastructure was improved by:

- Developing and implementing a plan to identify and monitor the status of public infrastructure such as roads, pavements, streetlights, road markings and traffic signs.
- Coordinating actions with the relevant City of Cape Town's departments to address infrastructure defects. This was done through specific liaison with departments and officials in addition to the reporting and monitoring of repairs identified by the CID Manager.
- After a base level of repair and reinstatement was achieved the PEICID team implemented local actions to correct minor issues.

4.2.4. In addition, the urban management team, in consultation with the relevant City Departments assisted with:

- Graffiti removal from non-municipal infrastructure where possible.
- Removal of illegal posters and pamphlets from public spaces and non-municipal infrastructure as noted in the PEICID Implementation Plan.
- Painting of road markings and correction of road signs.
- Greening, tree pruning and landscaping.
- Kerb, bollard and paving reinstatements.
- Storm water drain cleaning where required.

4.2.5. The cleaning contingent deployed teams in various areas and rotated through the PEICID. Some of the team members were recruited from homeless people seeking gainful employment and on-the-job training was provided to improve their skills and utilisation. The cleaning and urban maintenance team includes:

- 2 x urban management workers per day. The shifts run Monday to Friday from 08:30 to 16:30.

Cleansing and Urban Maintenance performance information

PROVIDE A CLEANER PUBLIC SPACE			
ACTION STEPS	**KEY PERFORMANCE INDICATOR**	**FREQUENCY per year**	**Comments**
1. Develop cleaning strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Cleaning Statistics	Monthly	
2. Provide (on own initiative or in collaboration with CCT) additional litter bins in public spaces.	Record and Report findings to the PEICID Board and the CCT with recommendations where applicable	Annually	
3. Provide clean streets & sidewalks (i.e. cleaning of municipal bins & removing street litter).	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
4. Remove Illegal Dumping from Public Spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

RENEWING PUBLIC SPACES			
ACTION STEPS	**KEY PERFORMANCE INDICATOR**	**FREQUENCY per year**	**Comments**
5. Remove graffiti in public spaces	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below
6. Remove unlawful or unsightly stickers and posters from public infrastructure	Measure effectiveness through Cleaning Statistics	Monthly	See the Table and Graph below

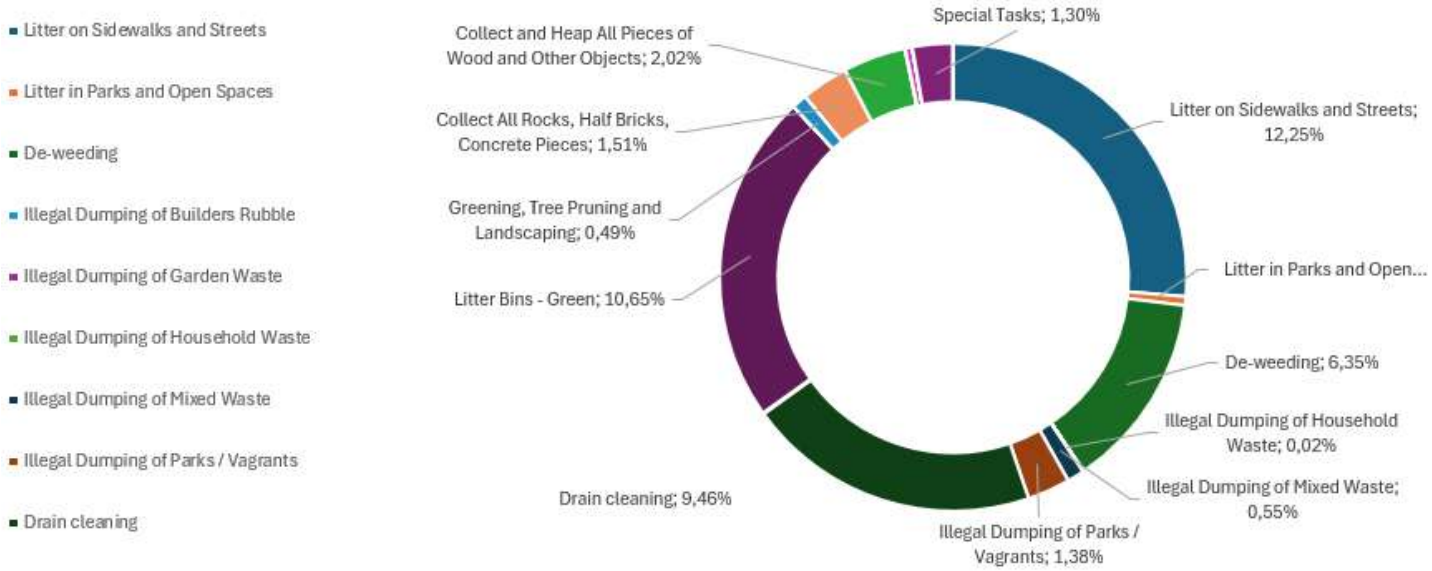
PROVIDE A WELL-MAINTAINED PUBLIC SPACE			
ACTION STEPS	**KEY PERFORMANCE INDICATOR**	**FREQUENCY per year**	**Comments**
1. Develop an urban maintenance strategy to guide delivery from appointed service delivery provider	Measure effectiveness through Urban Maintenance Statistics	Monthly	
2. Identify and report urban defects through collaboration with CCT	Record and Report findings to the PEICID Board and the CCT with follow-up action where applicable Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
3. Identify and plan the correction of urban defects and beautification of public infrastructure through repair, cleaning, and painting.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

MAINTENANCE OF PUBLIC GREEN AREAS			
ACTION STEPS	**KEY PERFORMANCE INDICATOR**	**FREQUENCY per year**	**Comments**
1. Mow street verges	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below
2. Tree pruning and landscaping.	Measure effectiveness through Urban Maintenance Statistics	Monthly	See the Table below

Urban Cleaning Summary Report

Type	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Blue Bags Used	2 612	2 966	2 826	↑	↓
Litter on Sidewalks and Streets	664	625	648	↓	↑
Litter in Parks and Open Spaces	11	26	15	↑	↓
De-weeding	646	181	336	↓	↑
Illegal Dumping of Builders Rubble	17	3	0	↓	↓
Illegal Dumping of Garden Waste	97	0	0	↓	→
Illegal Dumping of Household Waste	105	23	1	↓	↓
Illegal Dumping of Mixed Waste	32	16	29	↓	↑
Illegal Dumping of Parks / Vagrants	0	12	73	↑	↑
Drain cleaning	659	284	500	↓	↑
Removal of Illegal Posters and Pamphlets from Public Spaces and Non-municipal Infrastructure	6	0	2	↓	↑
Litter Bins - Green	651	557	563	↓	↑
Litter Bins - Red in Parks	0	1	0	→	↓
Greening, Tree Pruning and Landscaping	0	8	26	↑	↑
Collect All Rocks, Half Bricks, Concrete Pieces	624	133	80	↓	↓
Collect and Heap All Pieces of Wood and Other Objects	639	135	107	↓	↓
Graffiti Removal	2	6	1	↓	↓
Dead Animals	17	15	12	↓	↓
Rodents and Unhygienic Area	5	0	0	↓	→
Ensure Litter is Collected from City	628	136	0	↓	↓
Ensure Litter Bins are Emptied from City	128	28	0	↓	↓
Ensure All Wheelie bins are Collected	119	30	0	↓	↓
Urban Defects	2	5	0	↓	↓
Special Tasks	21	35	69	↑	↑
Report Vehicles and Other Accidents	0	2	0	→	↓
Other	33	3	0	↓	↓
TOTAL	**5 747**	**2 874**	**5 288**		

Urban Cleaning Graph



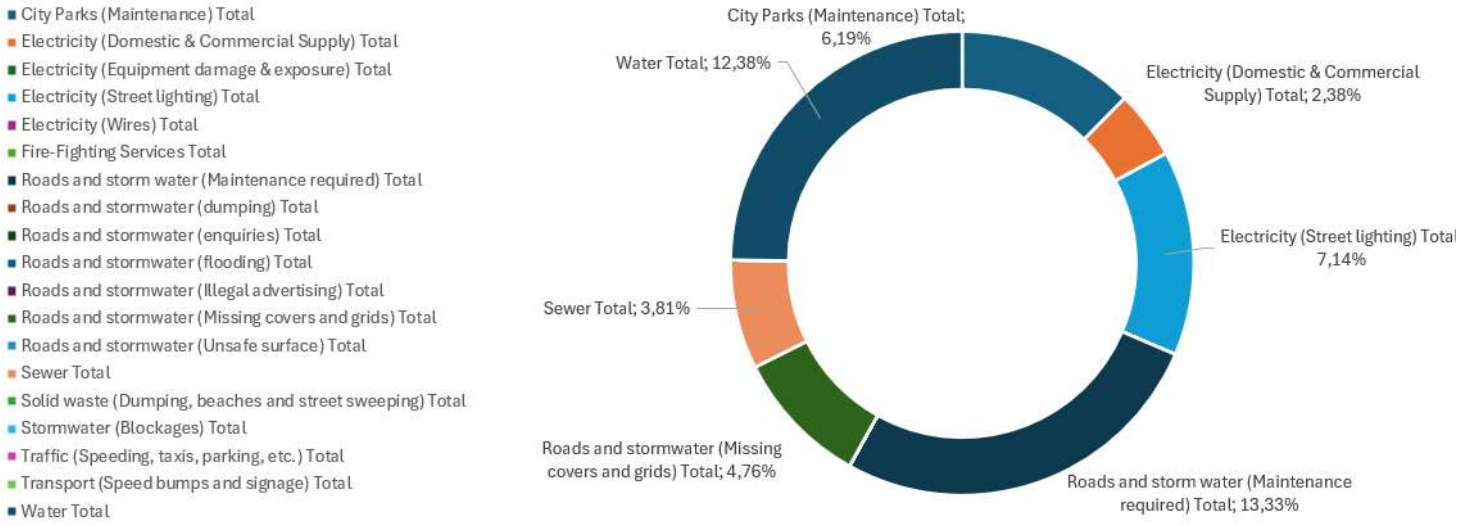
Urban Management Task Summary Report

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
City Parks (Maintenance)	Branch Removal (Fallen/Broken)	0	1	10	↑	↑
City Parks (Maintenance)	Bush clearing/weed control	6	6	0	↓	↓
City Parks (Maintenance)	Mowing	0	1	1	↑	→
City Parks (Maintenance)	Tree trimming/pruning	0	1	2	↑	↑
City Parks (Maintenance) Total		**6**	**9**	**13**	↑	↑
Electricity (Domestic & Commercial Supply)	No power supply	1	1	5	↑	↑
Electricity (Domestic & Commercial Supply) Total		**1**	**1**	**5**	↑	↑
Electricity (Equipment damage & exposure)	Equipment damaged	2	0	1	↓	↑
Electricity (Equipment damage & exposure)	Exposed cable	0	1	1	↑	→
Electricity (Equipment damage & exposure)	Sparks on electricity pole	0	1	0	→	↓
Electricity (Equipment damage & exposure) Total		**2**	**2**	**0**	↓	↓
Electricity (Street lighting)	All streetlights are out	22	7	4	↓	↓
Electricity (Street lighting)	Individual streetlights are out	11	8	9	↓	↑
Electricity (Street lighting) Total		**33**	**15**	**15**	↓	→
Electricity (Wires)	Wires are down	1	0	0	↓	→

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Electricity (Wires) Total		**1**	**0**	**0**	↓	→
Fire-Fighting Services	Faulty hydrants	1	0	0	↓	→
Fire-Fighting Services Total		**1**	**0**	**0**	↓	→
Roads and storm water (Maintenance required)	Paint or repaint road marking, lines, etc.	8	22	3	↓	↓
Roads and storm water (Maintenance required)	Repair a pothole	6	11	22	↑	↑
Roads and storm water (Maintenance required)	Repair or replace bollards, guards or handrails	3	0	1	↓	↑
Roads and storm water (Maintenance required)	Repair road or footway	11	4	2	↓	↓
Roads and storm water (Maintenance required)	Traffic and road signs require attention	1	0	0	↓	→
Roads and storm water (Maintenance required) Total		**29**	**37**	**28**	↓	↓
Roads and stormwater (enquiries)	All enquiries (information, advice, etc.)	2	1	0	↓	↓
Roads and stormwater (enquiries) Total		**2**	**1**	**0**	↓	↓
Roads and stormwater (flooding)	Flooding of road	7	0	0	↓	→
Roads and stormwater (flooding) Total		**7**	**0**	**0**	↓	→
Roads and stormwater (Illegal advertising)	Unauthorized signs or advertising in roadway	1	0	0	↓	→
Roads and stormwater (Illegal advertising) Total		**1**	**0**	**0**	↓	→
Roads and stormwater (Missing covers and grids)	Repair or replace manhole cover or grid	5	3	10	↑	↑
Roads and stormwater (Missing covers and grids) Total		**5**	**3**	**10**	↑	↑
Roads and stormwater (Unsafe surface)	Road surface compromised by oil, sand, etc.	2	0	0	↓	→
Roads and stormwater (Unsafe surface) Total		**2**	**0**	**0**	↓	→
Sewer	Sewer-foul smell	0	1	0	→	↓
Sewer	Sewer-manhole cover-damaged	0	2	0	→	↓
Sewer	Sewer-manhole cover-stolen/missing	4	3	5	↑	↑
Sewer	Sewer: blocked/overflow	3	9	3	→	↓
Sewer Total		**7**	**15**	**8**	↑	↓

Category	Category	2023/24	2024/25	2025/26	2023/24 - 2025/26	2024/25 - 2025/26
Solid waste (Dumping, beaches and street sweeping)	Illegal dumping	0	1	0	→	↓
Solid waste (Dumping, beaches and street sweeping) Total		**0**	**1**	**0**	→	↓
Stormwater (Blockages)	Stormwater gulley or manhole blocked	1	3	0	↓	↓
Stormwater (Blockages) Total		**1**	**3**	**0**	↓	↓
Traffic (Speeding, taxis, parking, etc.)	Abandoned vehicles	2	0	0	↓	→
Traffic (Speeding, taxis, parking, etc.)	Parking enforcement	3	0	0	↓	→
Traffic (Speeding, taxis, parking, etc.) Total		**5**	**0**	**0**	↓	→
Transport (Speed bumps and signage)	Traffic signage damaged	1	0	0	↓	→
Transport (Speed bumps and signage) Total		**1**	**0**	**0**	↓	→
Water	Burst pipe	11	9	11	→	↑
Water	Fire hydrant: missing cover	0	3	0	→	↓
Water	Leak at fire hydrant	1	5	0	↓	↓
Water	Leak at valve	6	6	0	↓	↓
Water	Leak in road/pavement/underground	2	0	2	→	↑
Water	Meter-Damaged/faulty	0	1	0	→	↓
Water	Meter: missing cover	0	1	0	→	↓
Water	No water supply	0	1	1	↑	→
Water	Re-instatement after water incident	0	3	12	↑	↑
Water	Water run to waste	0	0	0	→	→
Water Total		**20**	**29**	**26**	↑	↓
TOTAL		**124**	**116**	**210**		

Urban Management Task Graph



- Although the PEICID improved the cleanliness of most public environments in the area, the most challenging area remains the Public Transport Interchange and the areas around the various cycling business in Parow East Industrial.

4.2.6. Resource Allocation

- In addition to the deployment of the day-time cleaning teams, the PEICID has two day-time cleaners and are required to work one Saturday per month.

  - *Actual expenditure compared with the projected expenditure for (1) the financial year <u>preceding</u> the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2025/2026")*

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Cleaning Services	R 169 335	R 169 335	-	R 179 495	R 179 460	R 35
Environmental Upgrading	-	-	-	R 3 300	R 3 295	R 5
Urban Management	R 8 000	R 7 355	R 645	R 13 565	R 12 142	R 1 423

4.3. SOCIAL DEVELOPMENT SERVICES

4.3.1. The social issues of the area are varied and complex and no single plan or approach will adequately address these issues. The PEICID coordinates its social intervention actions with the various NGO's and social improvement organisations in the area to assist in the development of a comprehensive strategy for addressing social issues in conjunction with the City of Cape Town, all relevant social welfare organisations and institutions. Social intervention and development can only be achieved by offering unemployed and/or homeless people an alternative.

4.3.2. Through the development of pro-active programmes to create work opportunities for homeless people certain NGOs have presented the opportunity to direct their work programmes to include cleaning and maintenance services to CIDs. These partnerships between CIDs and NGOs create a more cost-effective approach to the provision of a "top-up" service to the municipal cleaning services when large area clean-ups or specific maintenance tasks are required.

4.3.3. Resource Allocation

- Although the social upliftment programme for the PEICID could not be executed as intended, several temporary job opportunities were created for cleaning and maintenance staff members recruited from the MES.

Actual expenditure compared with the projected expenditure for (1) the financial year <u>preceding</u> the current reporting period and (2) the financial year that is the subject-matter of this annual report (referred to below as "2025/2026")

Service/ Project components	2024/2025			2025/2026		
	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure	Projected Expenditure	Actual Expenditure	(Over)/Under Expenditure
Social Services	R 8 000	R 6 375	R 1 625	R 9 000	R 8 310	R 690

PART C: CORPORATE GOVERNANCE

1. APPLICATION OF KING IV

1.1. In recognition of the fact that the NPC is entrusted with public funds, particularly high standards of fiscal transparency and accountability are demanded. To this end, the NPC voluntarily subscribes to the King Code of Corporate Governance for South Africa 2016 ("King IV"), which came into effect on 1 April 2017. King IV contains a series of recommended reporting practices under the 15 voluntary governance principles.

The practices applied by the company are explained in this part (Part C), of the Annual Report. In determining which reporting practices to apply, the board took account of, among other things, the CCT's policy, and the reporting protocols appropriate to a non-profit entity such as the NPC.

1.2. Compliance with King IV for the reporting period. The board is satisfied that the NPC has complied with the applicable principles set out in King IV during the period under review, to the extent reasonably possible, are provided fully below.

2. GOVERNANCE STRUCTURE

2.1. BOARD COMPOSITION

The Board is satisfied that the Board of the NPC is compiled by a representative group of directors representing the interests of the varied property owner groups within the PEICID footprint. The Board did not appoint any committees during the reporting period due to the size of the Board.

Michael Birch - *Chairperson*	
Portfolio	Marketing
Appointment Date	04/08/2022
Qualifications	Mr Birch serves as Chairman and brings 33 years of experience in commercial property sales, leasing, valuations and property management. He holds National Diplomas in Business Management and Property Valuation. He serves on the boards of the Beaconvale Industrial CID and Parow Industrial CID. His current professional and business interests include Director of M. Birch Property Services (Pty) Ltd, membership of Tredoux Street Investments CC, Spin Street Investments CC and Erf 1745 Montague Gardens CC, as well as Trustee of the Michael Birch Family Trust.
Matthys van Eck - Director	
Portfolio	Social Upliftment

Appointment Date	04/08/2022
Qualifications	Mr Van Eck holds a National Technical Certificate 3 and completed his apprenticeship in Automotive Machining and Fitting in 1976. He has over 53 years of experience in engine rebuilding and reconditioning, automotive engineering and fitting across the marine, industrial, agricultural, heavy-duty transport, commercial and passenger vehicle sectors. He has held several leadership positions within the motor industry, including serving as National and Western Cape Regional Chairman of the Automotive Remanufacturers Association (ARA), and as a board member of the Retail Motor Industry (RMI) Business Chamber and the World Engine Remanufacturers Council (WERC). He also serves on the RMI Western Cape committee and has served on the Motor Industry Bargaining Council (MIBCO) committee. His directorships include Tygerberg Engine Rebuilders, Tygerberg Auto Clinic and PEICID. He is also a trustee of the Thys Van Eck Family Trust.
Emile Du Toit - Director	
Portfolio	Cleaning
Appointment Date	04/08/2022
Qualifications	Mr du Toit oversees the Cleaning Portfolio, which focuses on maintaining the cleanliness and overall appearance of the CID. In addition to his role in this portfolio, Mr du Toit is also a property owner and represents VENSCOR 127 (PTY) LTD. His role provides valuable input from both an operational and property ownership perspective, supporting the ongoing delivery of cleaning services and the maintenance of a clean, well-managed precinct for businesses, employees and visitors.
Werner Barnard - Director	
Portfolio	Urban Maintenance
Appointment Date	04/08/2022
Qualifications	Mr Barnard oversees the Urban Maintenance Portfolio, which focuses

	on maintaining and improving public spaces and infrastructure within the CID. He brings extensive management and operational experience to the Board through his long-standing involvement with Massamatic (Pty) Ltd, where he has served as a Quality Manager, Operations Manager, and currently as a Shareholder and Director. In addition to his portfolio responsibilities, Mr Barnard is a property owner and represents Massamatic (Pty) Ltd on the Board. His professional experience in project management, quality control and stakeholder engagement contributes to the Board's efforts to address urban maintenance requirements and maintain a functional, safe and attractive precinct for businesses, employees and visitors.
Gary Nieuwstad - Director	
Portfolio	Finances
Appointment Date	04/08/2022
Qualifications	Mr Nieuwstad serves on the Board and oversees the Finance Portfolio, contributing to the financial oversight and governance of the CID. As the representative of Machine Tool Electrics (Pty) Ltd and Mikmax (PTY) Ltd, he brings a business perspective to the Board's financial deliberations and supports responsible financial management, effective resource allocation and the achievement of approved operational priorities. His involvement contributes to the financial sustainability of the organisation and supports the responsible implementation of the CID's objectives and Business Plan.
Mohamed Ramdass – Director (Co-Opted)	
Portfolio	Public Safety
Appointment Date	30/08/2024
Qualifications	Mr Ramdass oversees the Public Safety Portfolio. As the representative of The Foschini Group, he brings valuable corporate experience and insight into security-related matters within the retail environment. His experience gained through his association with The Foschini Group provides a relevant

	perspective on security challenges, risk management and the importance of safeguarding businesses, employees and visitors. This background supports his contribution to the Board's oversight of public safety initiatives, stakeholder collaboration and the implementation of the CID's Public Safety objectives and Business Plan.

2.2. BOARD OBSERVER

In terms of the By-law, city councillors are designated as "board observers" by the Executive Mayor to conduct oversight of board functions. This oversight entails receiving board documentation and attending board meetings, with a view to ensuring that the company duly executes its statutory mandate. The Executive Mayor has appointed Cllr. Jacoline Visser as board observer.

2.3. APPOINTMENT OF THE BOARD

An Annual General Meeting is held every year to review the performance of the CID and to confirm the mandate of the members. The AGM provides the opportunity to elect new directors to serve on the board of the NPC. Elected Board members take responsibility for the various portfolios in the company and regular board meetings allow the directors to review current operations and apply corrective measures as required.

2.4. OVERVIEW OF THE BOARD'S RESPONSIBILITIES

The Board oversees the day-to-day delivery of the additional services according to the Business Plan. In executing this task, the Board:

- identifying strategies to implement the NPC's business plan in a manner that ensures the financial viability of the company and takes adequate account of stakeholder interests.
- monitoring compliance with applicable legislation, codes, and standards.
- approving the annual budget.
- overseeing preparation of and approving the annual financial statements for adoption by members.
- exercising effective control of the NPC and monitoring management's implementation of the approved budget and business plan

2.5. BOARD CHARTER

The board is satisfied that it has fulfilled its responsibilities under the board charter during the period under review.

2.6. DIRECTOR INDEPENDENCE

During the period under review, the board formally assessed the independence of all non-executive directors, as recommended by King IV. The board has determined that all the non-executive directors, including the chairperson, are independent in terms of King IV's definition of "independence" and the guidelines provided for in principle 7.28.

2.7. BOARD COMMITTEES

The Board did not appoint any committee during the reporting period.

2.8. ATTENDANCE AT BOARD AND COMMITTEE MEETINGS

The Board of Directors met regularly throughout the year, in line with the requirements of the City of Cape Town's CID Policy. Meetings were convened at least once every three months, ensuring sound governance, effective oversight, and accountability in driving the implementation of the Business Plan and service delivery priorities.

BOARD MEETINGS					
Director	**Total**	**15/09/2025**	**17/11/2025**	**02/03/2026**	**28/05/2026**
Werner Barnard	4 / 4	✓	✓	✓	✓
Michael Birch	4 / 4	✓	✓	✓	✓
Emile Du Toit	3 / 4	✓	-	✓	✓
Gary Nieuwstad	4 / 4	✓	✓	✓	✓
Matthys van Eck	2 / 4	✓	-	-	✓
Mohamed Ramdass	3 / 4	✓	✓	✓	-

3. ETHICAL LEADERSHIP

Directors are required to maintain the highest ethical standards. To this end, the NPC has adopted a code of conduct for directors, which governs their ethical roles and responsibilities, and provides guidelines on the applicable legal, management and ethical standards.

The Code is available online at *www.peicid.co.za*

Upon appointment, directors must declare in writing to the chairperson any private interests which could give rise to a potential conflict of interest. These declarations are kept in a register and are regularly updated.[1]

Directors must further disclose in writing to the chairperson if any matter before the board gives rise to a potential conflict of interest. Such a director must recuse himself or herself from consideration and deliberation of, or voting on, the matter giving rise to the potential conflict of interest.

Transparency in personal or commercial interests ensures that directors are seen to be free of personal or business relationships that may materially interfere with their ability to act independently and in the best interests of the NPC.

The board is satisfied that the directors have complied with their duties in terms of the Code during the year under review. No changes to the directors' respective declarations were recorded which could potentially impact their independence.

4. BOARD OVERSIGHT OF RISK MANAGEMENT

4.1. Risk management policy

The PEICID board is committed to maintaining a comprehensive risk management policy aimed at safeguarding the PEICID's assets and ensuring responsible use of public funds in alignment with its objectives. The risk management policy is integrated into the company's operations and management processes, overseen by the board.

Key elements of the risk management strategy include:

1. **Board Oversight**: The board has the ultimate responsibility for risk management and ensures that a sound internal control system is in place. The board regularly considers risk at its board meetings to ensure that key risk areas are being adequately addressed and monitored by the appointed management company.

2. **Code of Conduct**: As part of the risk management framework, the PEICID adheres to a strict code of conduct, ensuring confidentiality and ethical handling of sensitive information.

3. **Internal Controls**: The system of internal controls includes:

    - **Performance Targets**: These are established at each board meeting, with actual performance being tracked on a quarterly basis with every board meeting set out as per the CID policy and implementation plan. This process helps identify areas of concern and mitigates risk through proactive monitoring.
    - **Risk Register**: A detailed risk register is maintained and reviewed by the appointed management company as set out in the implementation plan. This register identifies the PEICID's operational risks, assesses the likelihood and potential impact of each risk, and outlines mitigation strategies.

This approach ensures that risk is addressed in a structured and consistent manner, enhancing the PEICID ability to achieve its objectives while safeguarding its assets and operations. The board's continuous engagement in the risk management process provides an additional layer of assurance that all significant risks are being appropriately managed.

4.2. Effectiveness of risk management

During the year under review, the appointed management company of the Parow East Industrial City Improvement District NPC (PEICID) conducted thorough risk assessments to evaluate the effectiveness of its risk management policy and strategy.

The board is satisfied with the adequacy of the systems and processes in place to govern and manage risks. The risk assessments were carried out in accordance with the PEICID's established risk framework, ensuring that operational risks were continually identified, monitored, and mitigated. These assessments also included an evaluation of any emerging risks, ensuring that the risk register remained updated and reflective of the company's current risk profile.

Overall, the board is confident that it has fulfilled its responsibilities in managing and mitigating risks and that the existing systems provide robust support for the company's risk governance objectives.

4.3. Key business risks and opportunities

The Parow East Industrial City Improvement District (PEICID) operates within a dynamic urban environment where public safety, urban management, infrastructure, financial sustainability and operational capacity are key considerations. The following risk assessment summarises the principal risks identified from PEICID's operating environment and the measures in place or proposed to manage these risks.

Risk Rating Key

Risk Score	Rating	Colour
1–4	Low	
5–9	Moderate	
10–16	High	
17–25	Critical	

Likelihood and impact	Rating	Colour
1	Very low	
2	Low	
3	Moderate	
4	High	
5	Very High	

Risk Register

Risk Area	Key Risk / Exposure	Likelihood	Impact	Risk Score	Rating	Key Mitigation / Control Measures
Public Safety & Crime	Crime and public safety incidents may affect businesses, property owners, workers and visitors.	3	4	**12**	**High**	Visible public safety patrols, 24/7 patrol vehicles, foot patrols, control room monitoring, coordinated operations with SAPS, Law Enforcement, Metro Police and other security stakeholders.
Fuel & Operational Cost Pressure	Rising fuel costs may affect patrol coverage, response capability and the delivery of public safety services within the approved budget.	3	3	**9**	**Moderate**	Fuel-saving strategy measures were introduced, reduced non-essential vehicle trips, stand-off points and increased use of CCTV-directed response and foot patrols where required. Currently Under control
CCTV & Security Technology	Equipment failure, damage, battery or power limitations and gaps in CCTV coverage	3	4	**12**	**High**	Regular monitoring and maintenance of the CCTV network, replacement of faulty equipment, battery-backup

Risk Area	Key Risk / Exposure	Likelihood	Impact	Risk Score	Rating	Key Mitigation / Control Measures
	may reduce surveillance and incident-response capability.					measures and continued expansion of PTZ, AI and LPR camera coverage at identified locations.
Infrastructure & Urban Maintenance	Defects or deterioration affecting roads, pavements, stormwater infrastructure, streetlights, road markings, signage and other public infrastructure may affect safety and the quality of the public environment.	2	2	**4**	**Low**	Routine inspection and reporting of infrastructure defects, stormwater drain cleaning, minor repairs and reinstatement, greening and landscaping, and ongoing coordination with relevant City of Cape Town departments to address outstanding defects.
Operational Capacity & Staffing	Difficulty in maintaining suitably qualified service providers or sufficient operational resources may affect public safety, cleansing, urban maintenance and social upliftment programmes.	2	4	**8**	**Moderate**	Well-documented procurement and recruitment processes, monitoring of service-provider performance and staffing requirements, review of contracts and ongoing Board and management oversight.
Governance & Compliance	Failure to maintain appropriate governance, financial, procurement and statutory reporting processes could expose the NPC to compliance, financial and reputational risk.	2	4	**8**	**Moderate**	Board oversight, quarterly Board meetings, audited annual financial statements, regular financial and operational reporting, procurement review, CIPC compliance, maintenance of statutory registers and ongoing risk monitoring.

Key Risk Observations

The key risks identified in this assessment are actively managed through processes driven and overseen by the PEICID Board and Management. The Board and Management are responsible for identifying, monitoring and reviewing the risks that may affect PEICID's operations, service delivery and financial sustainability. Appropriate mitigation measures and controls are implemented where required, with ongoing oversight to ensure that identified risks are addressed and that PEICID remains responsive to changes in its operating environment. The Risk Assessment is reviewed periodically by the Board and Management to ensure that the identified risks and corresponding mitigation measures remain relevant.

Overall Risk Position

The overall risk profile of the PEICID reflects the operational and financial environment within which the Board and Management are responsible for delivering the CID's services. The assessment identifies Public Safety & Crime, CCTV & Security Technology, and Financial Sustainability & Revenue Base as the principal high-risk areas. These risks require ongoing monitoring, active management and appropriate mitigation measures by the PEICID Board and Management.

The remaining risks are assessed as moderate or low and continue to be monitored through the PEICID's operational and governance processes. The Board and Management will continue to review the risk profile, assess changes in the operating environment and ensure that appropriate controls and mitigation measures are implemented where required. The Risk Assessment will be reviewed periodically to ensure that it remains relevant to the PEICID's current operations and priorities.

5. ACCOUNTABILITY

5.1. Performance reviews

During the reporting period, the PEICID board conducted a comprehensive performance review of its governance structures and operations. The assessment covered the effectiveness of the appointed management company, focusing on strategic oversight, decision-making, and risk management. Based on the review, the board is satisfied that the appointed management company has performed its duties effectively and met its responsibilities in overseeing the PEICID's performance and achieving its strategic goals.

5.2. Delegated limits of authority

The board has appointed a management company to ensure smooth day-to-day functioning of the PEICID. These delegations of authority include decision-making in areas such as operational management, and execution of strategic initiatives.

The board has reviewed these delegations during board meetings for period under review to ensure that there is an appropriate balance between governance oversight and operational efficiency. It confirmed that the existing delegations are appropriate, maintaining a clear distinction between the board's governance responsibilities and management's operational functions. This structure allows for agile decision-making without compromising the board's overall accountability.

5.3. Supplier code of conduct

The board and appointed management company undertook a review of the supplier code of conduct to ensure alignment with the company's ethical standards and risk management frameworks. The board and appointed management company will review all suppliers that are required to comply with the organization's standards concerning ethical behaviour, sustainability, and legal compliance. The board emphasized the importance of maintaining these standards to mitigate risks associated with supply chain practices, such as performance issues, reputational risks, and non-compliance with regulatory requirements. The PEICID has a procurement policy which outlines the procurement of goods and services for the PEICID. The procurement process is the acquisition process (purchasing) of goods and/or services.

The procurement process is meant to ensure that the PEICID's needs are met for the best possible cost in terms of quality, time, and other relevant factors to support the PEICID's operations.

PART D: FINANCIAL INFORMATION

1. ANNUAL FINANCIAL STATEMENTS

See full report below

PAROW EAST INDUSTRIAL CITY IMPROVEMENT DISTRICT NPC

(REGISTRATION NUMBER 2022/645470/08)

ANNUAL FINANCIAL STATEMENTS

FOR THE YEAR ENDED 30 JUNE 2026

GENERAL INFORMATION

Country of incorporation and domicile	South Africa
Nature of business and principal activities	District improvement
Directors	E Du Toit GD Niewstad M Ramdass MB van Eck MW Birch (Chairperson) W Barnard
Registered office	Unit 3 22 Boompies Street Parow East Cape Town 7500
Business address	Unit 3 22 Boompies Street Parow East Cape Town 7500
Postal address	Unit 3 22 Boompies Street Parow East Cape Town Unit 3
Bankers	Standard Bank Limited
Auditors	C2M Chartered Accountants Incorporated Chartered Accountants Registered Auditors IRBA No. 958662
Company registration number	2022/645470/08
Tax reference number	9347/237/22/5
Level of assurance	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
Preparer	The annual financial statements were independently compiled by: MD Dreyer Professional Accountant (S.A)
Issued	21 August 2026

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The reports and statements set out below comprise the annual financial statements presented to the shareholder:

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DIRECTORS' RESPONSIBILITIES AND APPROVAL

The directors are required by the Companies Act of South Africa, to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

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

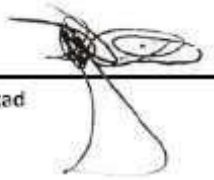
The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial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

The directors have reviewed the company's cash flow forecast for the year to 30 June 2027 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 5 to 6.

The annual financial statements set out on pages 7 to 14, which have been prepared on the going concern basis, were approved by the directors on 21 August 2026 and were signed on its behalf by:

E Du Toit



GD Niewstad

DIRECTORS' REPORT

The directors have pleasure in submitting their report on the annual financial statements of Parow East Industrial City Improvement District NPC for the year ended 30 June 2026.

1. Business activities

The company provides supplementary public safety, cleansing, maintenance services, environmental development, social development and communications in the Parow East Industrial Improvement District.

There have been no material changes to the nature of the company's business from the prior year.

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

During the year under review the company operated independently of any shared services. The main business and operations of the company during the year under review has continued as in the past year and we have nothing further to report thereon.

The financial statements adequately reflect the results of the operations of the company for the year under review and no further explanations are considered necessary.

3. Directors

The directors in office at the date of this report are as follows:

Directors
E Du Toit
GD Niewstad
M Ramdass
MB van Eck
MW Birch (Chairperson)
W Barnard

There have been no changes to the directorate for the period under review.

4. Events after the reporting period

There have been no facts or circumstances of a material nature that have occurred between the reporting date and the date of this report that have a material impact on the financial position of the company at the reporting date.

5. Going concern

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

INDEPENDENT AUDITOR'S REPORT

To the Shareholder of Parow East Industrial City Improvement District NPC

Opinion

We have audited the annual financial statements of Parow East Industrial City Improvement District NPC (the company) set out on pages 7 to 14, which comprise the statement of financial position as at 30 June 2026, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Parow East Industrial City Improvement District NPC as at 30 June 2026, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Parow East Industrial City Improvement District NPC annual financial statements for the year ended 30 June 2026", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on page 15. The other information does not include the annual financial statements and our auditor's report thereon.

Our opinion on the annual financial statements does not cover the other information and we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the annual financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's Responsibilities for the Audit of the Annual Financial Statements

Our objectives are to obtain reasonable assurance about whether the annual financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with International Standards on Auditing will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these annual financial statements.

As part of an audit in accordance with International Standards on Auditing, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

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

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

R Ariefdien
Chartered Accountant (SA)
Registered Auditor
Director

31 August 2026

Tygerforum B
53 Willie van Schoor Drive
Tygervalley
Bellville
7536

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2026

Figures in Rand	Notes	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	183 039	282 820
Current Assets			
Cash and cash equivalents	3	748 890	478 922
Total Assets		**931 929**	**761 742**
Equity and Liabilities			
Equity			
Non-distributable Reserves		929 053	759 899
Liabilities			
Current Liabilities			
Trade and other payables	5	2 876	1 843
Total Equity and Liabilities		**931 929**	**761 742**

STATEMENT OF COMPREHENSIVE INCOME

Figures in Rand	Notes	2026	2025
Revenue	6	2 239 214	2 102 625
Operating expenses		(2 070 059)	(1 965 460)
Operating surplus/(deficit)		**169 155**	**137 165**
Surplus/(deficit) for the year		**169 155**	**137 165**
Other comprehensive income		-	-
Total comprehensive surplus/(deficit) for the year		**169 155**	**137 165**

STATEMENT OF CHANGES IN EQUITY

Figures in Rand	Other NDR	Retained income	Total equity
Balance at 01 July 2024	**622 734**	**-**	**622 734**
Surplus for the year	-	33 306	33 306
Other comprehensive income	-	-	-
Total comprehensive income for the year	**-**	**33 306**	**33 306**
Transfer between reserves	33 306	(33 306)	-
Total changes	**33 306**	**(33 306)**	**-**
	-	-	-
Balance at 01 July 2025	**759 899**	**-**	**759 899**
Surplus for the year	-	169 155	169 155
Other comprehensive income	-	-	-
Total comprehensive income for the year	**-**	**169 155**	**169 155**
Transfer between reserves	169 155	(169 155)	-
Total changes	**169 155**	**(169 155)**	**-**
Balance at 30 June 2026	**929 053**	**-**	**929 053**
Note 5	4		

STATEMENT OF CASH FLOWS

Figures in Rand	Notes	2026	2025
Cash flows from operating activities			
Cash receipts from customers		2 239 214	2 108 574
Cash paid to suppliers and employees		(1 969 246)	(1 863 836)
Cash generated from operations	9	269 968	244 738
Net cash from operating activities		**269 968**	**244 738**
Cash flows from investing activities			
Total cash movement for the year		**269 968**	**244 738**
Cash and cash equivalents at the beginning of the year		478 922	234 184
Total cash at end of the year	3	**748 890**	**478 922**

ACCOUNTING POLICIES

1. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities, and the Companies Act of South Africa. The annual financial statements have been prepared on the historical cost basis, except for biological assets at fair value less point of sale costs, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Significant judgements and sources of estimation uncertainty

Critical judgements in applying accounting policies

Management did not make critical judgements in the application of accounting policies, apart from those involving estimations, which would significantly affect the annual financial statements.

1.2 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

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

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in surplus or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

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

Item	Depreciation method	Average useful life
CCTV Cameras	Straight line	5 years

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in surplus or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in surplus or loss when the item is derecognised.

1.3 Financial instruments

Initial measurement

ACCOUNTING POLICIES

1.3 Financial instruments (continued)

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through surplus or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. They are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or loss.

1.4 Tax

Tax expenses

Tax expense is recognised in the same component of total comprehensive income or equity as the transaction or other event that resulted in the tax expense. The NPC meets the criteria for the exemption under section 10(1)(d)(ii).

1.5 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in surplus or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in surplus or loss.

1.6 Government grants

Grants that impose specified future performance conditions are recognised in income only when the performance conditions are met.

Grants received before the revenue recognition criteria are satisfied are recognised as a liability.

Grants are measured at the fair value of the asset received or receivable.

1.7 Revenue

Revenue is recognised when it's probable that future economic benefits or service potential will flow to the CID and when these benefits can be reliably measured. Revenue comprises revenue income from additional rates levied by the City of Cape Town on ratepayers, net of retention revenue retained.

1.8 Borrowing costs

All borrowing costs are recognised as an expense in the period in which they are incurred.

1.9 Unauthorised, irregular and fruitless and wasteful Expenditure

Unauthorised, irregular and fruitless and wasteful Expenditure is accounted for as an expense in the statement of financial performance classified in accordance with the nature of the expense. Where recovered it is subsequently accounted for as other income.

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Rand	2026	2025

2. Property, plant and equipment

	2026			2025		
	Cost or revaluation	Accumulated depreciation and impairment	Carrying value	Cost or revaluation	Accumulated depreciation and impairment	Carrying value
Other property, plant and equipment	498 907	(315 868)	183 039	498 907	(216 087)	282 820

Reconciliation of property, plant and equipment - 2026

	Opening balance	Depreciation	Closing balance
CCTV Cameras	282 820	(99 781)	183 039

Reconciliation of property, plant and equipment - 2025

	Opening balance	Depreciation	Closing balance
CCTV Cameras	382 601	(99 781)	282 820

3. Cash and cash equivalents

Cash and cash equivalents consist of:

Bank balances	748 890	478 922

4. Other NDR

Non-distributable reserves	929 053	759 899

5. Trade and other payables

VAT	2 876	1 843

6. Revenue

Revenue - Additional Rates Received	2 083 736	1 970 543
Revenue – Additional Rates Retention Received	155 478	132 082
	2 239 214	**2 102 625**

7. Auditor's remuneration

Fees	21 755	17 840

NOTES TO THE ANNUAL FINANCIAL STATEMENTS

Figures in Rand	2026	2025

8. Taxation

Reconciliation of the tax expense

Accounting surplus	169 155	137 165
Tax at the applicable tax rate of 27% (2025: 27%)	45 672	37 035
Tax effect of adjustments on taxable income		
Exempt income		
Exemption under section 10(1)(d)(iii)	(45 672)	(37 035)
	-	-

Non provision of tax

No provision has been made for 2025 tax as the company is exempt from income tax under section 10(1)(d)(iii) of the Income Tax Act.

9. Cash generated from operations

Net surplus before taxation	169 155	137 165
Adjustments for:		
Depreciation, amortisation, impairments and reversals of impairments	99 781	99 781
Changes in working capital:		
(Increase) decrease in trade and other receivables	-	5 949
Increase (decrease) in trade and other payables	1 032	1 843
	269 968	**244 738**

10. Related parties

Amounts received from the City of Cape Town

Related party transactions

Revenue services rendered	2 083 736	1 970 543
Revenue retention refunded	155 478	132 082

11. Going concern

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

12. Fruitless, unauthorised, irregular and wasteful expenditure

Unauthorised expenditure refers to any spending by the CID that doesn't comply with its approved budget or relevant regulations. This includes overspending, using funds for purposes other than those originally approved. No such expenditure was identified.

DETAILED INCOME STATEMENT

Figures in Rand	Notes	2026	2025
Revenue			
Revenue - Additional Rates Received		2 083 736	1 970 543
Revenue – Additional Rates Retention Received		155 478	132 082
	6	**2 239 214**	**2 102 625**
Operating expenses			
Accounting fees & taxation fees		(14 290)	(13 395)
Administration and management fees		(262 020)	(247 192)
Marketing and promotions		(7 140)	(5 548)
Auditors remuneration	7	(21 755)	(17 840)
Bank charges		(1 589)	(1 459)
Cleansing services		(179 460)	(169 335)
Depreciation		(99 781)	(99 781)
Environmental Upgrading		(3 295)	-
Insurance		(3 696)	(3 696)
Advertising costs		(5 960)	(6 000)
Public Safety		(1 347 756)	(1 288 716)
Public safety - CCTV Monitoring		(84 000)	(84 000)
Repairs and maintenance		(9 720)	(3 233)
Secretarial fees		(2 005)	(5 535)
Social Upliftment		(8 310)	(6 375)
Telecommunication		(7 140)	(6 000)
Urban Maintenance		(12 142)	(7 355)
		(2 070 059)	**(1 965 460)**
Surplus for the year		**169 155**	**137 165**

The supplementary information presented does not form part of the annual financial statements and is unaudited