



# ANNUAL REPORT

AEROSPACE MARITIME AND  
DEFENCE INDUSTRY ASSOCIATION



20

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# MAATLA

## NEW GENERATION LIGHT PROTECTED VEHICLE



The multi-role Maatla 4x4 Light Protected Vehicle is the ultimate solution for border patrol and border security operations. 'Maatla' (meaning Power in Setswana) is a lighter weight and more affordable armoured vehicle, offering advanced capabilities and reconfigurability in the field for different missions, such as border patrol, ambulance services, command and control operations, military support, policing, or peacekeeping.



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 **HENSOLDT**  
*Detect and Protect*



# EW and signals intelligence solutions

 **HENSOLDT**  
*Detect and Protect*

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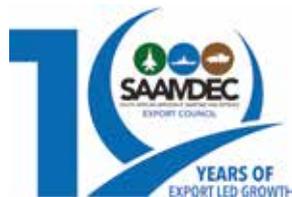
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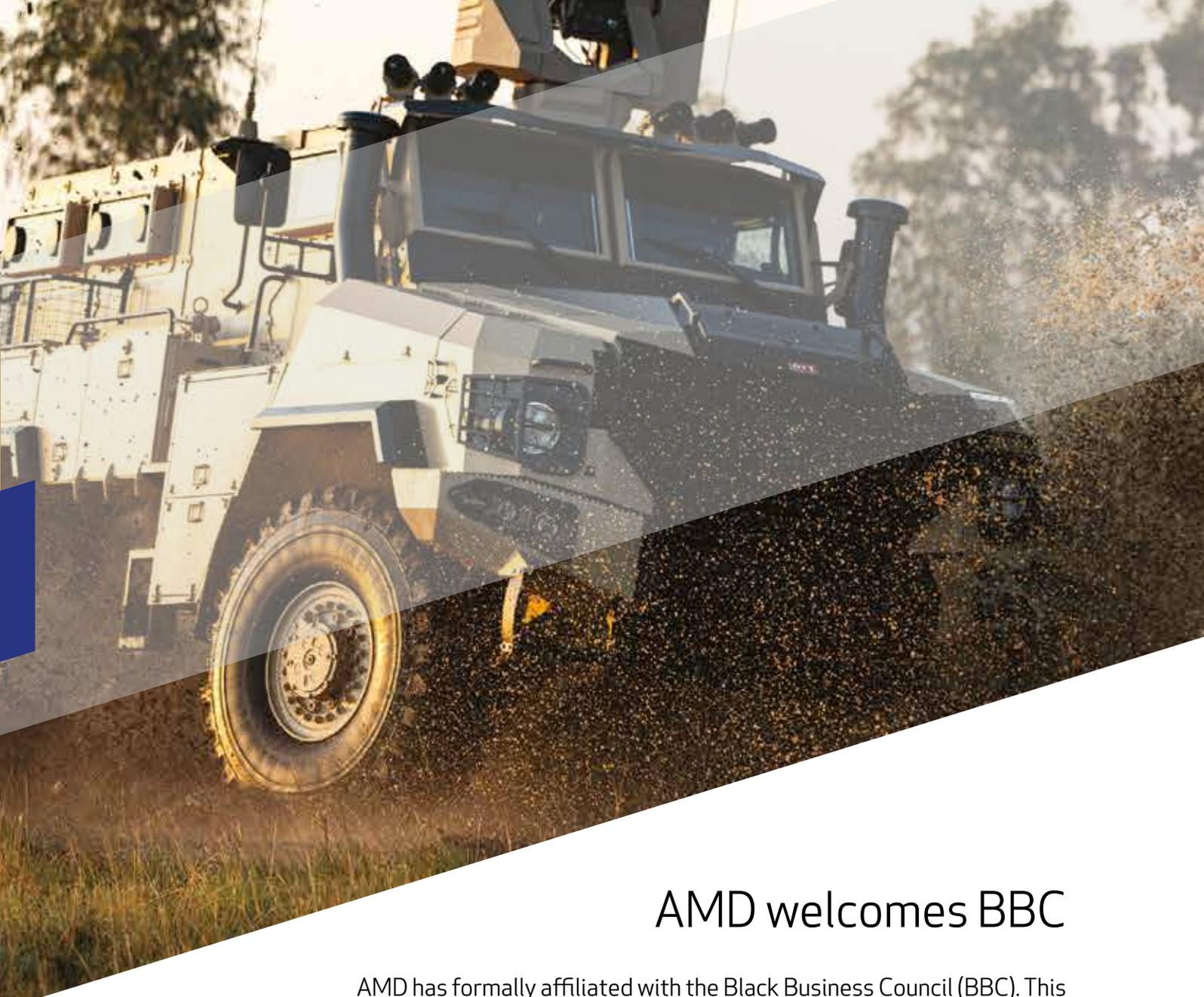
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# AMD Partners





## AMD welcomes BBC

AMD has formally affiliated with the Black Business Council (BBC). This affiliation provides the defence industry with an institutionalised platform to participate in various multilateral forums where South Africa is represented, including BRICS and the G20. These forums consist of various technical working groups and committees in which the industry can participate. Industry members will be invited to volunteer their expertise in these forums.



BLACK BUSINESS COUNCIL



**G20**  
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# ***Rights and Responsibilities:*** *Rebalancing Expectations in a Demanding Landscape*

As we undertake the 2025 AMD Annual General Meeting (AGM), the Aerospace Maritime and Defence Industries Association of South Africa (AMD) has adopted a grounding and reflective theme: ***“Rights and Responsibilities.”*** This theme speaks not only to the values we must embody as an industry but also to the reciprocal expectations that must define our relationships with stakeholders—be they government, member companies, investors, regulators, or the broader public.

In the current climate of accelerated global change, high operational demands and strategic repositioning, the defence industry finds itself at the centre of growing expectations. There are calls for transformation, increased transparency, inclusivity, localisation, skills development, innovation and export expansion. These are all valid and necessary priorities—but in meeting these expectations, there must also be a shared recognition of the responsibilities that accompany these rights.

## **Industry’s Responsibilities to Stakeholders**

The defence sector must remain accountable, ethical and responsive. Our responsibilities include:

- Upholding governance and compliance standards in line with national and international law.
- Driving transformation and inclusivity, particularly in empowering women, youth, and previously disadvantaged communities.
- Delivering quality, innovation and sustainability in product development and service.
- Safeguarding national security and sovereignty through strategic capabilities and readiness.

- Providing transparent reporting and communication to stakeholders on progress, risks and opportunities.

These responsibilities are not optional—they form the bedrock of trust between the industry and its partners. AMD and its members must continue to lead by example, setting measurable goals, tracking progress and embracing accountability.

### **Stakeholder Responsibilities to Industry**

While the industry is often the focal point of policy demands and economic expectations, it is important to emphasise that stakeholders, too, bear responsibilities. Stakeholders cannot expect perpetual output without enabling input. This includes:

- Creating a conducive policy and regulatory environment that allows for growth and innovation.
- Providing timely and adequate support, whether through procurement, incentives, or enabling infrastructure.
- Participating constructively and consistently in engagements, rather than only raising concerns when outcomes do not align with their expectations.
- Recognising industry capacity and constraints, especially in the context of economic recovery and budget limitations.
- Honouring commitments—be it through partnerships, funding, or fair participation in industry dialogues.
- Only through mutual respect and realistic, co-owned outcomes can we build a resilient and relevant defence ecosystem.

### **Charting a Way Forward Together**

The AGM presents an opportunity for AMD to table these dynamics openly and engage members and stakeholders in a balanced, forward-looking conversation. It is time to recalibrate our partnerships, reaffirm our shared objectives and call for a collective maturity that does not shy away from responsibilities in favour of rights alone.

As we move ahead, let us embrace a model of co-accountability—where expectations are not just spoken but supported; where critique is matched by contribution; and where the future of our sector is shaped not just by demands, but by deliberate and collaborative action.

# AMD MEMBERSHIP





# AMD MEMBERSHIP



# Driven by Innovation, People and Sustainability at Saab Grintek Defence

Saab Grintek Defence (SGD), a subsidiary of Saab, is a leading South African defence company specialising in electronic warfare (EW) systems, sensor technology, and avionics. With expertise in technology design, development, and specialized manufacturing, SGD delivers innovative product solutions and services across air, land, and sea domains.

## Innovation at the Core

Saab has a long-standing legacy in EW, developing advanced technologies to help customers detect, deceive, and counter threats. The company offers a fully integrated, multi-spectral EW self-protection suite and is a global leader in optical and laser sensors, digital processing, microwave components, and antenna technology. Saab's solutions cover self-protection for aircraft, helicopters, land vehicles, naval vessels, submarines, and signals intelligence systems for radar and communication interception.

## Diverse Product Portfolio

Developed and produced in South Africa, SGD's products include:

- Integrated Defensive Aids Suite (IDAS-3), ESM/ELINT systems (EPS-50)
- Land Electronic Defence Systems (LEDS-50), ESM/ELINT systems (EPS-50)
- Naval Laser Warning Systems (NLWS), ESM/ELINT systems (U/SME)
- RF components and EW Antennas
- Communication Management System (Avicom)

## Investing in People & Sustainability

SGD provides innovative, cost-effective solutions that integrate seamlessly into existing infrastructure, ensuring flexibility and value for customers. With systems deployed in over 20 countries, the company's global footprint reflects its expertise and reliability.

SGD's success is driven by a team of over 420 professionals in Pretoria and Cape Town. The company prioritizes skills development through bursaries, mentorships, and scholarships. Its Corporate Social Investment (CSI) initiatives focus on poverty alleviation, education, and job creation.

Sustainability is central to SGD's strategy, with a solar investment targeting 70% self-sufficiency from the grid, reinforcing its commitment to a greener future.

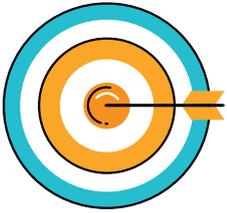
By continuously pushing technological boundaries, SGD remains a trusted partner in keeping people and society safe.



Saab is a leading defence and security company that manufactures and exports a wide range of components and defence systems to African and international markets.

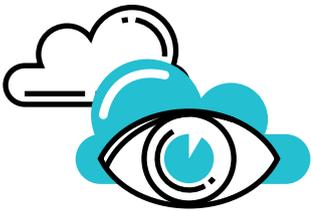
[www.saab.com](http://www.saab.com)





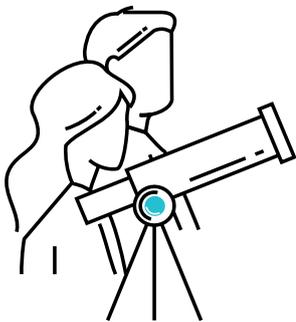
The South African Defence Industry, (SADI), is a cluster of South African private and public sector organisations that are involved in the design, development, manufacture and maintenance of landwards, aerospace and maritime defence systems as well as the provision of mission specific systems and sub-systems along with the required enabling capabilities like training, modelling and simulation.

Recently recognised as a strategic industrial sector of the South African economic landscape, the SADI's uniqueness is further entrenched by the fact that this sector is an integral part of the South African National Defence Force's (SANDF) capabilities especially in relation to the support, maintenance, repair and overhaul of operational systems as well as being subject to stringent governmental regulations on non-proliferation and conventional arms control.



## AMD Vision/Purpose

AMD is the recognised leader of the South African Defence and National Security Industry locally and globally.



## AMD Mission

AMD's mission is to promote, protect and support the collective interests of its members in particular, and the broader defence and national security industry in general, through manufacturing, localisation, transformation, innovation, skills development, industry collaboration and export focus across the aerospace, maritime and land base sectors.

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GC<sup>2</sup>T ensures that everyone has “the picture,  
the same picture, the only picture”

## Welcoming Our New Members to the AMD Family

The Aerospace Maritime and Defence Industry Association of South Africa (AMD) is proud to have welcomed several new member companies into the fold since November 2024. Their inclusion signifies the continued growth, diversity and innovation within our sector. Each of these companies brings with them a unique blend of expertise, capability, and vision that strengthens the collective voice of the South African Defence Industry.

We extend our warmest welcome to the following members:

- **Sandock Austral Defence** – A dynamic force in systems integration, Sandock Austral Defence continues to make significant strides in defence innovation and industrial capability development.
- **Bustque International** – Renowned for its operational efficiency and cutting-edge technology solutions, Bustque enters the AMD community with a solid track record in strategic engineering and defence support services.
- **Unipro Wear** – Specialists in tactical and protective gear, Unipro Wear enhances AMD’s industrial footprint in defence apparel and personnel safety solutions, serving both military and law enforcement sectors.
- **Endruw Technologies** – With a growing reputation for excellence in electronics and communication systems, Endruw Technologies represents the next generation of tech-driven defence capability.

These new members join us at a critical time when collaboration, innovation, and transformation are essential to navigating the evolving defence landscape. Their commitment to the values and strategic direction of AMD contributes to the broader mission of strengthening South Africa’s defence industrial base. We look forward to building a shared future of growth, impact and excellence—together.

# A Resounding Success: The Second Annual PPP Conference Unites Industry and Government

The much-anticipated Public-Private Partnership (PPP) Conference, co-hosted by AMD and DefenceWeb, took place on 7 March 2025 at the Council for Scientific and Industrial Research (CSIR). Amid both challenges and emerging opportunities in the defence sector, this year's event reinforced the critical role of government-industry collaboration in shaping South Africa's defence future.

A key highlight was the presence of Deputy Minister of Defence and Military Veterans, Major General (Ret) Bantu Holomisa reaffirming his commitment to a strong South African Defence Industry (SADI). He was joined by the Chief of the SANDF, General Rudzani Maphwanya and Border Management Authority Commissioner, Dr Michael Masiapato. Their insights sparked engaging discussions on industry growth, national security and the importance of innovation and investment in defence technology.

## PPPs: A Catalyst for Defence Growth

A major theme was the need to strengthen partnerships between government and industry to enhance security and local manufacturing capacity. Deputy Minister Holomisa emphasised: "Public-Private Partnerships (PPPs) between the SANDF and SADI offer a viable path forward. Globally, PPPs strengthen defence capabilities, and South Africa must follow suit." His remarks highlighted how structured PPPs can drive technological innovation, improve supply chains and expand exports—key to long-term economic and security sustainability.

## Clarifying Misconceptions: PPPs Are Not Privatisation

Addressing concerns about state-owned defence enterprises, Holomisa clarified: "PPPs do not mean privatising state-owned defence companies or their intellectual property. Instead, they enable collaboration that strengthens defence capabilities, boosts exports, creates jobs, and supports economic growth." This clearly emphasised that PPPs are about strategic cooperation, leveraging government oversight and private sector expertise to enhance efficiency, innovation and competitiveness.

## A Platform for Industry Leaders

The conference, known for its impactful discussions, tackled key issues, from strengthening partnerships to promoting industrial growth. Thanks to sponsors—including Armscor (silver sponsor), GC2T (Diamond Sponsor), Milkor (Platinum Sponsor), Airbus (Gold Sponsor), Incomar (Silver Sponsor), Alliance International Air Services (Silver Sponsor), Rheinmetall Denel Munition (RDM)-(silver sponsor) and Reutech (Silver Sponsor)—the event encouraged valuable networking and collaboration.

## Looking Ahead: Advancing Public-Private Cooperation

As the defence industry evolves, the success of the 2025 PPP Conference reaffirms a commitment to collaboration, innovation and industrial growth. The momentum built sets the stage for even greater public-private engagement, paving the way for a stronger, more sustainable defence sector. AMD and DefenceWeb extend their gratitude to all attendees and look forward to an even more impactful event in future!











February 2025 – 30 September 2025

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# PUMA M36

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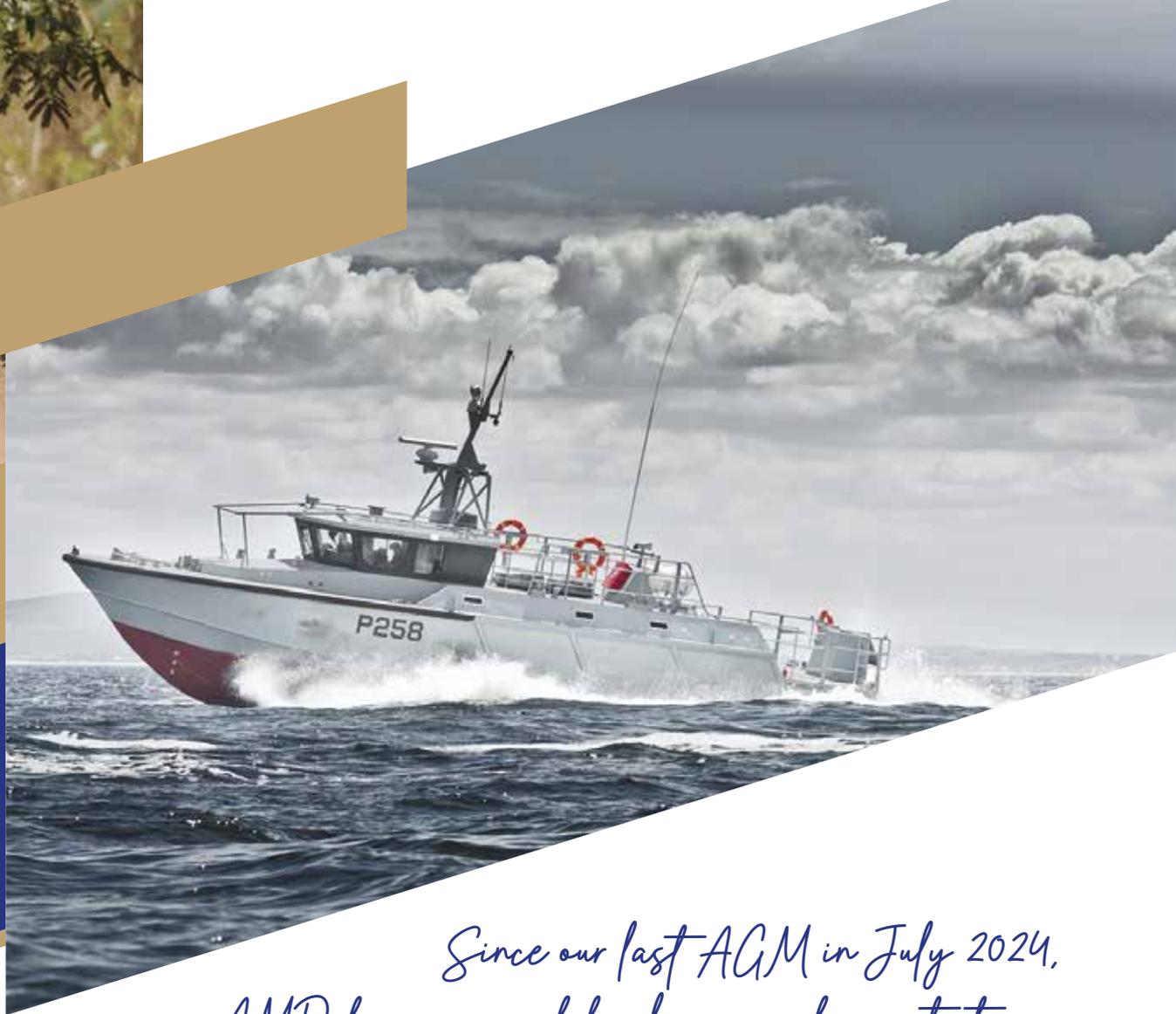
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**Nico Troostheide**  
CHAIRPERSON

# **CHAIRPERSON REPORT**



“ Since our last AGM in July 2024, AMD has remained deeply engaged in initiatives aimed at strengthening our industry's voice, amplifying innovation, deepening collaboration with government and creating an enabling environment for future growth.

Ladies and Gentlemen, esteemed members of AMD, colleagues, stakeholders and partners.

It is both an honour and a privilege to deliver this address on behalf of the Board of the Aerospace Maritime and Defence Industries Association of South Africa (AMD), at what marks a significant juncture in our journey.

Today's AGM is more than a statutory obligation. It is a reflective moment, a milestone that calls on us to evaluate our impact, re-energise our collective ambitions and recommit to the shared mission of sustaining and advancing South Africa's defence and security capability through industry excellence.

Since our last AGM in July 2024, AMD has remained deeply

engaged in initiatives aimed at strengthening our industry's voice, amplifying innovation, deepening collaboration with government and creating an enabling environment for future growth.

In September 2024, AMD had the honour of hosting the Honourable Minister of Defence and Military Veterans, Ms Angie Motshekga, at a high-level engagement with the South African Defence Industry. This meeting marked a strategic turning point, affording both parties the opportunity to exchange views on challenges and prospects, and laying the groundwork for a deeper, more transparent partnership.

Held at the Air Force Base Waterkloof, AAD2024 was a defining moment for the industry. AMD proudly hosted

local and international stakeholders at the AMD Chalet, offering a platform for dialogue, visibility and partnership-building. A special occasion was held within the chalet to honour long-serving individuals in the Association, reinforcing our culture of appreciation and institutional memory.

Another landmark occasion was the inaugural South African Women in Defence (SAWID) Breakfast in May 2025. This groundbreaking platform amplified women's voices, examined historical barriers and promoted inclusive representation in defence. AMD is proud to have pioneered and hosted this initiative, which we envision becoming an annual fixture.

In the same month as the SAWID engagement, AMD launched its renewed Vision and Mission at the CoLab Centre in Menlyn Maine, signalling a bold new chapter.

This event also introduced the AMD Defence Collaboration Art Gallery—a powerful CSI-driven initiative where young learners interpreted defence through the lens of creativity and community. The launch was accompanied by the Special Edition Defence Collaboration Magazine, which captured voices from across industry, government and the public.

AMD's participation in the Border Management Authority (BMA) Conference in November 2024 demonstrated our commitment to supporting national border security imperatives. The event highlighted the critical role that local industry can play in delivering innovative, homegrown solutions for effective and secure border infrastructure. It was an important step in aligning AMD's strategic focus with the country's broader security agenda.

Held on 7 March 2025, the AMD Public-Private Partnership Conference proved to be the most well-attended conference in the recent history of the Association. Drawing an impressive 341 delegates from across sectors, the event reinvigorated the discourse on collaboration, localisation and long-term sustainability of the South African Defence Industry. The overwhelming participation reaffirmed AMD's positioning as a convener of strategic dialogue and solutions.

This year saw a marked increase in AMD membership, a reflection of the growing recognition of the Association's value proposition. Companies are increasingly seeing AMD as a credible, visible, and responsive platform, one that meaningfully represents industry interests while cultivating spaces for influence and opportunity.

This growth has expanded our reach, enriched our community, and enhanced our collective voice.

Ladies and gentlemen, following robust discussions within the Innovation & Future Defence Committee, AMD has committed to developing a baseline repository of national R&D projects across member companies. A formal R&D template has been circulated to members to capture ongoing technologies, innovations and concepts, forming a first-of-its-kind technology scan and mapping exercise.

This project aims to:

- Increase awareness of local technological capabilities,
- Create a reference point for industry-state collaboration,
- Host annual showcases matching innovations to operational requirements,
- And provide policy makers with a strategic, data-backed view of industry potential.

### **Our Responsibilities to Stakeholders and to One Another**

A theme emerging across our engagements this year has been that of Rights and Responsibilities. As industry players, we often find ourselves facing growing expectations from the state, society and each other. It is only fair that we equally assert the responsibilities those stakeholders carry toward us.

AMD encourages a values-based approach to partnership: one rooted in transparency, accountability, fair expectations and reciprocal contribution. As members, our responsibility is to support and engage the Association. As an Association, our responsibility is to advocate, represent and serve. And as partners to the State, our shared responsibility is to maintain defence sovereignty, while promoting industrial capability and transformation.

The period July 2024 to June 2025 has been one of recalibration, growth and renewed commitment. We have demonstrated that AMD is more than a trade association. It is a movement for collective voice, excellence and future-readiness in defence.

As we transition into the next year, may we do so with greater resolve, deeper solidarity and unshakable belief in the future of the South African defence industry.

On behalf of the Board, thank you for your steadfast commitment and your belief in AMD.

Let us rise. Let us lead. Let us serve.

I thank you.

**Nico Troostheide**  
*Chairperson of AMD,*

## TRANSFORMATIVE TECHNOLOGIES



The SADEF Combat Drone Capability is engineered to elevate military operations through cutting-edge surveillance and precision targeting capabilities. With dimensions of 1820 x 1820 x 665 mm when unfolded and a compact folded size of 700 x 730 x 665 mm, the system is designed for portability and ease of deployment. Boasting a payload capacity of 30 kg, the SADEF Combat Drone supports a wide range of mission-specific equipment, including high-definition cameras and custom payloads.



The SADEF Combat Drone Capability supports multiple mission types, tailored to MoD operational needs:

- Intelligence, Surveillance, and Reconnaissance (ISR)
- Precision Strike
- Force Protection
- Special Operations



# EXECUTIVE DIRECTOR'S REPORT

Ladies and Gentlemen, Members of the Aerospace Maritime and Defence Industries Association of South Africa (AMD), Members of the South African Aerospace Maritime and Defence Export Council (SAAMDEC), Esteemed government partners, colleagues, and fellow custodians of South Africa's strategic capability,

It is both an honour and a privilege to address you today at this unique and historic joint AGM—a shared platform that reflects the interdependent mandate and shared future of AMD and SAAMDEC.

This occasion is not just administrative, it is commemorative. It is our collective opportunity to account, to reflect, and to inspire renewed purpose as we advance the local defence industry in service of national security, economic development and industrial transformation.

The Executive Director of AMD- I assumed this leadership role at a time when both organisations, and the broader industry, were grappling with the fallout of the COVID-19 pandemic—an era of grounded aircraft, cancelled

exhibitions, fiscal contractions and profound operational disorientation. In truth, we inherited uncertainty.

But as the African proverb reminds us, "Smooth seas do not make skillful sailors." And indeed, the stormy waters of the past four years tested our leadership, refined our strategy, and demanded that we become more agile, more visible, and more vocal.

The results speak for themselves. One of the most significant shifts in our operational journey has been the alignment of voice between SAAMDEC and AMD. Where previously industry was often fragmented, speaking in silos and echo chambers—we now present a unified narrative to government, to the media, to the public and to the continent.

We have moved from industry talking to itself to industry being heard. The Department of Defence, the Department of Trade, Industry and Competition (the dtic), Armscor, the SANDF, and even uniformed members now actively consult AMD and SAAMDEC. We have transitioned from being spectators to strategic players at the policy table.

One shining example of this was the Public-Private Partnership (PPP) Conference held on 7 March 2025. This event stands tall as the best-attended industry event in the recent history of our Association, boasting an unprecedented 341 delegates. It was more than a conference; it was a clarion call. A call for synergy,



**Sandile Ndlovu**  
EXECUTIVE DIRECTOR



transparency and urgency in defence collaboration.

There was consensus that the defence industry is not a luxury. It is a national imperative. And that no transformation, industrial development, or sovereign capability is possible without public-private synergy. The challenge now is to institutionalise these engagements—make them recur, robust and reform-driven. AMD and SAAMDEC will jointly champion this agenda.

In the past year, both AMD and SAAMDEC have recorded a notable increase in membership. This growth is more than a numeric win—it signals renewed belief in our value proposition. Companies are recognising that these organisations are not passive associations; they are engines of influence and catalysts of access. Through heightened activity, strategic positioning, and thought leadership, we have made ourselves more visible, more responsive and more credible.

**We've invested in:**

- A revitalised social media presence, with stronger messaging and content.
- A cleaner, more navigable website.
- High-quality newsletters, media engagements, and digital visibility that reinforce our thought leadership.

As the saying goes, "A tree that bears fruit attracts attention." Our increased presence is a function of increased impact.

Let us now address our internationalisation strategy. The National Pavilion programme, funded by the dtic and

implemented by SAAMDEC, remains one of the most effective instruments for export development. It provides SMMEs and emerging exporters with access to international markets they could never afford alone.

In 2024–2025, we supported companies at leading global exhibitions such as:

• **AAD2024 at AFB Waterkloof**

We showcased proudly South African innovation to the world, reinforcing the message that "Africa is not only a market—it is a maker!"

Going forward, we must formalise and expand this offering. The aim is not to just participate—but to dominate niche markets, position OEMs competitively and convert attendance into actual export leads and contracts.

Ladies and Gentlemen, the past 18 months have revealed cracks in the funding architecture that supports our work. Delayed disbursements, tightened budgets, and shifting priorities nearly brought some programmes to a halt.

But every crisis also brings clarity.

We now understand that overreliance on singular funding sources is unsustainable. We are actively:

- Exploring blended finance models, including public-private contributions,
- Pursuing non-traditional funders, including development finance institutions,
- Repositioning some programmes under broader industrial policy objectives (e.g. localisation, youth development, 4IR integration).

In essence, we are diversifying the pie, because the work



“ Our increased presence is a function of increased impact.”

must continue.

Perhaps the most sobering realisation in recent times is the need for a mutual covenant between the defence industry and its stakeholders—especially the state.

Too often, industry is called to account. Asked to transform. Pressured to deliver. Expected to innovate.

And yet we ask: what are the corresponding responsibilities of the State? Of procurement agencies? Of regulators?

If we are to advance this sector, we must move away from transactional relationships toward transformational partnerships.

#### **As stakeholders:**

- The State has the right to expect delivery, but also the responsibility to provide predictable demand.
- Industry has the right to access—but also the responsibility to capacitate, transform and comply.
- SAAMDEC and AMD have the right to speak—but also the responsibility to unify and guide.

This is the balance we must preserve. As the late Nelson Mandela said: “With freedom comes responsibilities, and I dare not linger, for my long walk is not yet ended.” I am immensely proud of what we have achieved—not just in outputs, but in resilience, recalibration and relevance.

AMD and SAAMDEC are no longer organisations in the shadows. We are now:

- Active contributors to national security policy,
- Engines of industrial transformation,
- Catalysts of export growth,
- Champions of the youth and women agenda,
- And custodians of the integrity, competitiveness, and sustainability of South Africa’s defence and security capability.

As we advance, it is important to speak candidly about restructuring and restructategising—an exercise AMD undertook not merely for compliance or refreshment, but out of a profound organisational necessity. We found ourselves at a crossroads—our structures were still standing, but our foundations needed reinforcement. The industry was evolving, the geopolitical landscape shifting, government expectations rising, and AMD needed to reimagine not just how we operate, but why we exist. This soul-searching culminated in the introduction of a new Vision and Mission, refined in consultation with our members and underpinned by years of collective learning. Our new Vision: “AMD is the recognised leader of the South African Defence and National Security Industry, locally and globally.”

Our Mission: “AMD’s mission is to promote, protect and support the collective interests of its members in particular, and the broader defence and national security industry in general, through manufacturing, localisation, transformation, innovation, skills development, industry collaboration and

export focus across the aerospace, maritime and land-based sectors.” This is not mere semantics. It is a declaration of intent. A new lens through which we view our mandate, our members, and our message.

Ladies and Gentlemen, For the first time in 5 years, AMD now has its own dedicated physical office. This is not a footnote—this is a milestone. No longer transient, no longer dependent on the goodwill of borrowed space—we now occupy a location that speaks to permanence, legitimacy and stability. From here, we will cultivate a dedicated office culture, one that reflects the standards and professionalism our members expect and deserve.

With a physical hub, we can now convene more regularly, host more confidently, and coordinate more effectively—with minimal disruption and greater continuity. As the saying goes, “A house is not a home until it reflects who you are.” AMD has finally come home.

Before I close, it is my distinct honour and indeed my solemn duty, to pay tribute to Mr Cornelius Grundling, the outgoing Chairperson of SAAMDEC. Cornelius has served this Export Council for two full terms—four years of tireless leadership, principled stewardship and measured guidance. He took the helm during a deeply uncertain time: a world in lockdown, trade on pause, and global exhibitions cancelled or digitised. Yet, through it all, he steered SAAMDEC with composure and clarity—ensuring that we remained visible, viable and vocal.

He championed exporter access, advocated for SMME support, built key relationships with the dtic and beyond, and never once lost sight of the greater national purpose that underpins our sector. Mr Cornelius Grundling, thank you for your selfless service. Your legacy is etched not only in minutes and reports, but in the very fibre of the organisation you led. May the next chapter of your journey be as impactful, and may you remain a friend to this industry always.

Let us recommit to the long game. To building a defence industry that is not only sustainable—but sovereign. One that is not only commercially viable, but nationally indispensable. To every member company, every partner and every colleague—thank you for your faith, your work and your patience.

May we rise together, lead with integrity, and serve with pride. As AMD enters a new chapter, and SAAMDEC bids farewell to a trusted hand at the helm, may we carry forward the lessons of the past, the momentum of the present and the aspirations of the future—together.

I thank you.

**Sandile Ndlovu**  
Executive Director



# KINGDOM OF SAUDI ARABIA DINNER



# HONORARY TREASURER'S REPORT

I am pleased to present the Treasurer's Report for the fiscal year ending 28 February 2025. It has been an honour to serve as your Honorary Treasurer and to oversee the financial affairs of our organisation during this period.

## Financial Overview

- **Total Income:** R9,772,045, derived from a variety of sources including AAD2024, membership fees, interest income, and sponsorships.
- **Total Expenditure:** R5,243,993, primarily attributed to operating expenses.
- **Net Surplus:** R4,528,052.

## Financial Position

- **Cash Reserves:** R7,101,032
- **Debtors:** R2,940,368 (comprising outstanding membership fees and SAAMDEC)
- **Liabilities:** R539,381 (including amounts received in advance, accrued leave pay, and audit-related expenses)

## Budget vs Actual Analysis

We are pleased to report that our actual income exceeded budgeted income expectations by **R2,987,226**, thanks to additional income from AAD. The original 2024/25 annual budget projected a profit of **R1,540,765** primarily due to a conservative provision for bad debts (R1,589,580 – equivalent to 50% of annual membership fees to bridge potential cashflow constraints).

Furthermore, total expenditure was **R2,048,301** below budget, largely due to rental expenses and additional staff salaries not being realized, for the reporting period.

## Future Outlook

For the current financial year, we expect revenues to be approximately R13.9 million mostly from membership fees and AAD's (last) payout of approximately R8.1 million.

Expenses must be managed to remain well below the R13.9 million total revenue, allowing for an appropriate gross margin to be achieved.



**Thivash Moodley**  
HONORARY TREASURER



The Risk and Audit committee monitor the Income and Expenses quarterly and advise accordingly. This year, some expenses in the form of Sponsorships and Committee Budgets to ensure the successful implementation of AMD's strategic objectives, but we also expect to raise additional exhibition income.

It would be prudent for AMD to ensure an entire year's cash flow is in reserves.

In closing, I would like to extend my sincere thanks to the AMD personnel, all members and volunteers for your continued support and commitment to our organisation.

Thank you

Sincerely

**Thivash Moodley**  
Honorary Treasurer  
AMD Industries Association NPC





**AMD EXCO**

# AMD ORGANISATIONAL STRUCTURE

**REMCO**

Sihle Mayisela

**AVIATION**

Javed Malik

**STRATEGY and  
POLICY**

Riaz Saloojee

**MANUFACTURING**

James Kerr

**DIP and NIP**

Sicelo Ngubane

**SMME, BEE and SKILLS  
DEVELOPMENT**

Retsibile Sekhukhune

## AMD BOARD

Chairperson - Nico Troostheide  
Vice-Chairperson - Isaac Motale  
Honorary Treasurer - Thivash Moodley  
Honorary Secretary - Ratilal Rowji

## AMD OFFICE

Executive Director - Sandile Ndlovu  
Marketing Manager - Sindi Mndaweni  
Marketing and Stakeholder Relation - Tshenolo Mainetja  
Finance and Administration Manager - Samukelo Phenyane  
PA/Secretary - Magda Cloete

## RISK and AUDIT

Dr Nivan Moodley

## PORTFOLIO COMMITTEES

### INNOVATION and FUTURE DEFENCE

Dr Mthobisi Zondi

### MARKETING

Colin Singarum

### EXPORTS

Adm (ret) R.W.  
Higgs

### SPACE

Lesetja  
Mogoba

# AMD BOARD OF DIRECTORS

AMD is governed by a Board of Directors of company representatives who are elected by the membership of the Association for a two-year period. The Board meets four times a year to discuss matters of policy and strategy as well as to provide guidance and oversight whilst ensuring accountability of all AMD activities and is supported by four member-run committees, who focus on specific activities.

The Board is further supported by the Executive Committee which consists of the Chairperson, Vice Chairperson, Honorary Treasurer, Honorary Secretary, the Executive Director and Chairpersons of the Committees.

NAME	POSITION
Nico Troostheide	Chairperson
Isaac Motale	Vice-Chairperson
Sandile Ndlovu	ED SAAMDEC / AMD ED
Thivash Moodley	Honorary Treasurer
Ratilal Rowji	Honorary Secretary
Riaz Saloojee	Chairperson: Policy and Strategy Committee
Sicelo Ngubane	Chairperson: NIP/DIP Special Category (MN Group)
Adm (ret) R.W Higgs	Exports Committee
Sefale Montsi	Representative (Damen Shipyard Cape Town)
Sihle Mayisela	Representative (Hensoldt Optronics)
Sipho Khoza	Representative
Gilbert do Nascimento	Representative (GEW Technologies)
Brian Greyling	Representative (Paramount Group)
George Hiralal	Representative (Reutech LTD)
James Kerr	Chairperson: Manufacturing committee (Orion Consulting)
Dr. Mthobisi Zondi	Chairperson: Innovation and Future Defence Committee
Cornelius Grundling	Representative (DCD)
Brig Gen. (ret) Chris Gildenhuys	Representative (OTT Technologies)
Johan Agenbag	Representative (Thales SA Systems)
Shafiek Hendricks	Representative (GRIMMS)
Lesetja Mogoba	Chairperson: Space committee
Andre Olivier	Representative (OTT Solutions)
Colin Singarum	Chairperson: Marketing committee
Retsibile Sekhukhune	Chairperson: BEE SMME Skills Development Special Category
Dr Nivan Moodley	Chairperson: Risk and Audit committee
Brig Gen (ret) Damian de Lange	Representative (DSCC)
Michelle Nxumalo	DCD Protected Mobility
Javed Malik	Cobra Aviation

# AMD ACTIVITIES

The Association participated in various engagements with stakeholders and companies within the defence sector with the singular aim of revitalising the Association into a credible and effective representative of the SADI. AMD remains in the centre stage of all crucial matters relating to the future of the defence industry and is stronger now despite the negative impacts from the COVID-19 pandemic.

The Association remains focused on the achievement of its goals as encapsulated in the 2022/2023 Programme

of Action elements of which will be reviewed in the messages by the Chairperson and the Executive Director and are reported upon in the relevant sections of this Annual Report. The Programme of Action is a tool that is used by the AMD Excom to guide the activities of the Association and by the Board to measure progress in each of the designated areas. The Programme of Action goals have been implemented and some reached completion and will, based on upcoming assessment and review by the Board, subsumed into future versions.

## DEFCOMS

EVENT	DATES
Uganda Defence Industry Visit	15 March 2024
Nigerian Armed Forces Study Group	03 May 2024
Vietnam – RSA Defcom	25 – 29 February 2025
Pakistan – RSA Defcom	09 - 10 April 2025
Malawi Defcom	14 May 2025
Sweden – RSA Defcom	10 - 12 June 2025
Saudi Arabia – RSA Defcom	26 – 27 May 2025
10th Defence Committee China– RSA	10 – 12 June 2025



## CONFERENCES AND SEMINARS

The AMD Office assisted in arrangements of, participated in and/or coordinated industry involvement in the following conferences and seminars:

EVENT	DATE	LOCATION
AMD National Safety and Security Townhall	15 May 2024	Workshop17
Sandton Oceans Economy Conference and Expo	22 - 23 May 2024	Cape Town ICC
Aerospace Indaba	24 - 26 October 2024	Wonderboom Airport, Pretoria
PPP Conference	07 March 2025	CSIR
2nd Annual Oceans Economy Conference & Expo	20-21 May 2025	The Station Urban Event Space in Durban
AMD and SAAMDEC AGM	11 July 2025	Denel Dynamics

## EXHIBITIONS & SHOWS

EVENTS	DATES	LOCATION
World Defence Show	4 - 8 February 2024	Saudi Arabia
Rand Easter Show	28 March - 1 April 2024	Nasrec
Swartkops Airshow	4 May 2024	AFB Swartkops
DSA 2024	06 - 09 May 2024	Malaysia
AAD 2024	18 - 22 September 2024	Waterkloof Airforce Base
Exercise Vuk'hlome	5 November 2024	Lohatla, Northern Cape
Border Management Conference and Expo	13 November 2024	CSIR
IDEX 2025	17 - 21 February 2025	UAE
LAAD 2025	01 - 04 April 2025	Brazil
Rand Easter Show	15 - 21 April 2025	Nasrec
China International Supply Chain Expo (CISCE) 2025	16 - 20 July 2025	Beijing
IDEF 2025	22 - 27 July 2025	Istanbul, Turkey Aerospace and Defence
Intra-Africa Trade Fair 2025	04 - 10 September 2025	Algiers, Algeria Multi-Sectoral
DSEI 2025	09 - 12 September 2025	UK
China International Import Expo (CIIE) 2025	05 - 10 November 2025	Shanghai, China Multi-Sectoral
EDEX 2025	01 - 04 December 2025	Egypt

# AMD FINANCIAL STATEMENTS

AMD's financial statements have been completed and audited by PKF Auditors. The results thereof have been reviewed by the AMD Risk and Audit Committee. The Association has been found to be in good financial health and declared a going concern making it possible for us to continue and serve members.

## AMD MEMBERSHIP

Membership of the Association is voluntary and is open to any South African registered company, body, organization, society, association, research and educational institute, person and official representative of a foreign registered company. The AMD Board of Directors may prescribe who, in its opinion, has a substantial operation in South Africa who will meaningful value to the material and services supplied to the defence, aerospace, maritime and landwards sectors, locally and internationally and thus determine their involvement in AMD activities.

CATEGORY	NUMBER	MINIMUM TURNOVER
Class A	11	Turnover exceeding R250 million per year
Class B	12	Turnover between R50 and R250 million per year
Class C	6	Turnover between R25 and R50 million per year
Class D	8	Turnover between R10 and R25 million per year
Class E	30	Turnover less than R10 million per year
Special Members	6	Research/Educational Organisations /institutes (non- profit)
Associate member		
TOTAL	73	

# ***Policy and Strategy Committee***

After the last AMD Annual General Meeting (AGM) and the subsequent appointment of the new members of the respective AMD Sub-Committees, the Policy and Strategy Committee was directed by the AMD Board to develop a Strategic Plan to reflect the changing dynamic of the internal and external geo-political environments.

After a lengthy strategic planning process, that included a substantial analysis of the recent developments within the internal, regional, continental and international spheres, a clearly defined Strategy, that included the AMD strategic approach and intent, was presented to the AMD Board for approval. This new Strategic plan which articulates a new Vision, Mission and Value system was approved by the AMD Board.

The new Strategic plan identified ten Strategic

Objectives having individual goals and tasks. Each AMD Committee has been allocated relevant and applicable strategic objectives and are now developing their respective implementation plans to achieve the expected outcomes.

The Policy and Strategy Committee is firmly of the view that this new vision, mission and strategy collectively adopted by the AMD Board will herald a new chapter in the sustainability of the AMD association/organisation and the broader South African Defence Industry (SADI).

The AMD Board is also confident that if effectively implemented, the Strategy will significantly contribute to enhancing national defence and security, socio-economic development and further position our foreign policy objectives towards a more prosperous and secure future.



***Riaz Saloojee***

*STRATEGY and POLICY*



*The Policy and Strategy Committee is firmly of the view this new vision and strategy collectively adopted by the AMD Board will herald a new chapter in the sustainability of the organisation*

## Policy and Strategy: Programme of Action

Creating a Unified Defence Industry by collaborating to provide an Independent Sovereign Defence Capability and “World-Class Defence Solutions” for the Export market.				
DRIVER/GOAL	ACTION	OUTCOME	RESPONSIBLE PERSON / TIME FRAME	PROGRESS/COMMENTS
<b>Creating a Unified Defence Industry by collaborating to provide an Independent Sovereign Defence Capability and “World-Class Defence Solutions” for the Export market.</b>				
1. Firmly establish Aerospace and Defence as a Key Sector in the wider South African Industry.	Continue to lobby all critical stakeholders for the realisation of this goal. Stakeholders to be lobbied are: Presidency DIRCO DOD DTIC NCACC	SADI is accepted as a key economic sector for the country.  SADI is adequately supported, especially politically	William Hlakoane Sandile Ndlovu On-going	A stakeholder engagement strategy needs to be developed. A strategy that will target the identified stakeholders and have very specific message for each stakeholder.
2. Prioritise SADI as a key sector in all bilateral and multilateral engagements by the president and all relevant Ministers <b>Leveraging SA participation in BRICS</b>	Engage the Presidency on the inclusion of SADI in all outgoing and incoming Presidential engagements.	For defence to feature prominently in South Africa’s bilateral engagement strategy.	WH & SN Dec 24	Have a framework of participation in place.
3. Public-Private Partnership policy – as a potential acquisition policy of the State.	Develop a PPP policy framework that is workable and acceptable to DOD.	A minimum of 3 PPP projects implemented.	WH, TM & SN March 24	SADI to identify (together with DOD) to identify projects to implement via PPP.

# Manufacturing Committee

The AMD Manufacturing Committee examines existing product/service technology capability of defence industry members. Liaise with key stakeholders in the Defence, Security, Science, Technology and Innovation community to promote the interest of SADI and ensure alignment of objectives. Provides oversight of activities including Research and Development, transition of new technology to commercialisation, product planning and road maps, and product line rationalisation within SADI.

During the 2024/25 year, the Manufacturing Committee completed the SADI Sectoral Value Chain analysis. Fifteen (15) viable sectors were identified (Figure 1) with current SADI role players per sector to sub-system product capability level.



Figure 1: SADI Capability Sectors

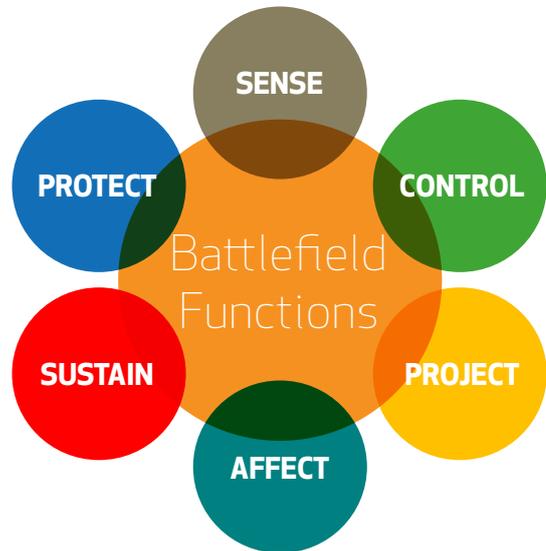


**James Kerr**  
MANUFACTURING



The sectors align with the SANDF Special Operations Force concept that the CSANDF has identified for future force design. Sector also provide coverage of the SANDF functional areas (Figure 2)

- 1) Sensing (ISR);
- 2) Control (C5);
- 3) Project (Mobility)
- 4) Affect (Firepower);
- 5) Sustain (Support); and
- 6) Protect (Protection)



**Figure 2: SANDF Battlefield Functions**



# Manufacturing: Programme of Action

Work towards the establishment of manufacturing value chains in SADI				
DRIVER/GOAL	ACTION	OUTCOME	RESPONSIBLE PERSON / TIME FRAME	PROGRESS/COMMENTS
Developing inter-sectoral Defence Industry opportunities in the local and regional environment	<p>Segment the local Market and the regional market by product or end-user.</p> <p>Segment the local market by product Eg Armoured vehicles.</p> <p>Identify and profile potential clients for armoured vehicles (SANDF, Police, Border management Authority, G4S, Protection units of critical infrastructure)</p> <p>-Segmenting the local market at end-user level.</p> <p>-Identify end-user groups (government military forces, law enforcement agencies, private security firms, intelligence agencies)</p> <p>-Conduct in-depth research to understand the unique needs, requirements, and challenges faced by each end-user group</p> <p>-Tailor products, services, and marketing efforts to meet the distinct requirements of different end-user groups within the defense industry.</p>	<p>To identify/ create or develop opportunities that would ensure a long-term relationship between industry and the identified clients.</p> <p>Client identification and profiling by SADI In order to understand the unique challenges and objectives of each client to tailor offerings accordingly.</p> <p>Long term Relationship Building ensured by SADI through:</p> <p>-Focusing on building strategic partnerships rather than one-time transactions.</p> <p>-Providing ongoing support, training, and maintenance services to strengthen the client relationship.</p> <p>-A developed nuanced understanding of the defence industry customer base.</p>	Manufacturing Committee	

**Work towards the establishment of manufacturing value chains in SADI**

<b>DRIVER/GOAL</b>	<b>ACTION</b>	<b>OUTCOME</b>	<b>RESPONSIBLE PERSON / TIME FRAME</b>	<b>PROGRESS/COMMENTS</b>
<p>Support new opportunities in Borderline Management</p>	<p>-Identify opportunities for SADI within the borderline management space by having structured engagements with the Borderline management Authority.</p> <p>-Identify relevant role-players to participate in these engagements with the BMA.</p> <p>Develop proposals and project recommendations to the BMA for the rolling out of their security requirements.</p> <p>SADI Reps must then go through these requirements and identify one they would want to sponsor for consideration in a PPP framework.</p>	<p>-Ensuring that whatever is proposed from a collective responsibility is a solution that will encompass the bulk of companies as a defence sector.</p> <p>-A driven team that will ensure fruitful engagements.</p> <p>-Ensuring alignment with BMA initiatives.</p>	<p>Manufacturing Committee</p>	

## Work towards the establishment of manufacturing value chains in SADI

DRIVER/GOAL	ACTION	OUTCOME	RESPONSIBLE PERSON / TIME FRAME	PROGRESS/COMMENTS
<p>Align fully with the opportunities associated with the rebirth of Denel</p>	<ul style="list-style-type: none"> <li>-Engage Denel to determine the opportunities associated with its rebirth.</li> <li>-Identify individuals to implement the identified opportunities.</li> <li>-Develop a robust implementation plan outlining the steps, timelines, and resources needed to capitalise on the identified opportunities.</li> <li>-Draw up a plan addressing potential challenges, risk mitigation strategies, and key performance indicators to measure the success of the initiatives.</li> <li>-Establishment of clear communication channels and reporting structures to ensure transparency and accountability in the implementation process.</li> </ul>	<ul style="list-style-type: none"> <li>-An expected outcome would be to capitalize on the identified opportunities.</li> <li>-A robust task team to oversee the implementation process.</li> <li>-To gain a clear understanding of the scope of work involved in the implementation process.</li> <li>-To ensure preparedness and safeguard against any unforeseen risk and to efficiently monitor progress.</li> <li>-The successful implementation of a fair and equitable implementation process</li> </ul>	<p>Manufacturing Committee</p>	

### Work towards the establishment of manufacturing value chains in SADI

DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
Africa Continental Free Trade Agreement	<p>Engage the dtic team that is working on the Africa Continental Free Trade Agreement</p> <p>Identify SA manufactured products that SADI wishes to lobby in the Africa Continental Free Trade Agreement.</p> <p>Request the dtic ACFTA unit to include SADI's most expensive locally manufactured product components when reviewing the list of items that must move duty free.</p>	<p>To gain a clear understanding of the ACFTA, its structures and the processes that pertain to it, on the local front.</p> <p>To achieve affordability in a competitive market as a result of reduced duties and levies.</p> <p>To only be liable for duties on imported product components.</p>	Manufacturing committee	

### Work towards the establishment of manufacturing value chains in SADI

DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
Manufacturing Value Chains	Segment value chains by drawing up a clear value chain map (supply chain map, component map)	To gain a clearer understanding of SADI value chains and the number of suppliers involved in the production of a vehicles in order to efficiently determine which value chains to prioritise.	Manufacturing committee	
BRICS + opportunities	<p>Identify potential trade and export opportunities within BRICs for SADI.</p> <p>-Devise a plan to exploit identified trade and export opportunities through the dtic.</p> <p>Identify individuals who will tackle the scope of work involved in the implementation process of this plan.</p>	<p>Gaining a clear understanding of how SADI can align itself to BRICS initiatives.</p> <p>-Capitalising on trade and export opportunities</p> <p>A team to oversee the successful implementation process of this plan</p>	Manufacturing committee	

# Innovation And Future Defence Committee

## 1. Committee Mandate

The mandate of the IFDC is captured in the Committee's Terms of Reference as follows:

"The Committee shall provide independent advice and recommendations to the AMD Board to address challenges and accelerate innovation adoption into the culture, technologies, organisational structures, systems, and strategies of the local defence industry (SADI):"

The above is in line with AMD's aspirations of leveraging the technology development capabilities within the industry to drive growth and transformation of the entire aerospace and defence sector while contributing to the bigger national objective of job creation, economic growth and poverty alleviation by positively impacting other sectors.

## 2. Focus Areas for 2025

The Committee is focusing on harnessing the relationship with the primary local client (i.e. SANDF) in as far as entrenching locally developed technologies within the SANDF is concerned. This is envisaged to occur through "technology insertion" and introduction of "new technologies". The former pertains to modernising

legacy systems within SANDF environment by inserting modern technology subsystems and components, whereas the latter refers to incremental migration of the SANDF capabilities towards modern technologies. Furthermore, the committee seeks to expand application of SADI technology products to the wider security sector domestically and within the continent.

## 3. Key Activities for 2025

The following key activities has kept the committee occupied in the year 2025/26:

- Participating in the development of the SANDF PPP Framework in line with amended National Treasury Regulations.
- Identification of innovation projects within SANDF that could be implemented through PPP Framework
- Participating in the development of new Procurement Regulations in line with the Public Procurement Act of 2024
- Compiling technology development repository for the industry sector that can be shared with other sectors to showcase SADI's capabilities
- Continuous engagement with SANDF commanders to establish current operational requirements that require mission-centric technology solutions.



**Dr Mthobisi Zondi**  
INNOVATION and FUTURE  
DEFENCE

# Innovation And Future Defence: Programme of Action

CREATING AN ENVIRONMENT THAT ENABLES SADI MEMBERS TO DEVELOP INNOVATIVE SOLUTIONS FOR THE SECTOR				
DRIVER/GOAL	ACTION	OUTCOME	RESPONSIBLE PERSON / TIME FRAME	PROGRESS/COMMENTS
<b>1. Providing Mission-centric Technology Solutions</b>	Contribute to SADI's solution package to the Sector-to-Sector engagements through the PPGI platform	A bouquet of SADI offerings made available to AMD Coordinating Office	Chair, Vice Chair. March 2023	A framework needs to be developed through Azimuth (AMD Coordinating Office) that will ensure a fair and objective participation process
<b>2. Providing Green Energy Technology Solutions</b>	Alternative energy solutions for Defence Facilities as directed by MOD in the 2023 Ministerial Budget Speech	A bouquet of SADI offerings made available to AMD Coordinating Office	Chair, Vice Chair. March 2023	A framework needs to be developed through Azimuth (AMD Coordinating Office) that will ensure a fair and objective participation process
<b>3. Contributing towards the DOD/ Armscor Procurement Reforms</b>	Aligning the Procurement Process with SANDF Operational Requirements (MODMV Guidelines 2023)	AMD Position Paper	Chair, Vice Chair. March 2023	The Draft Position Paper to be tabled at the November IFDC Meeting
Creating an environment that enables SADI members to develop innovative solutions for the sector				
<b>4. Providing Protection Technology Solutions for Critical Infrastructure</b>	The Critical Infrastructure Act, 2019 requires that all declared C.I. be protected. SADI should be the preferred Sector to provide such protection. The National Commissioner should be engaged to this extent.	An MOU between AMD and the Critical Infrastructure Council or any other structure with the mandate.	Chair, Vice Chair. March 2024	The AMD Coordinating Office should start the engagements.
<b>5. Participating in the UN Technology in Peacekeeping Programme by providing technology proposals for consideration by the Directorate Ops Support.</b>	Leverage exposure of the PTP6 hosting to access the UN technology market space.	A bouquet of SADI offerings made available to AMD Coordinating Office	Chair, Vice Chair. March 2024	Since the UN entry point is the Government MOU, Armscor/ DTD must be engaged to buy into the strategy. AMD Coordinating Office to assist.
<b>6. Continuing the push for the Commercialisation of Defence IP</b>	The matter must be elevated to MODMV since she mentioned it in her Budget Vote Speech 2023.	AMD Position Paper	Chair, Vice Chair. March 2023	The Proposal was tabled to NDIC in 2021. This should be converted into AMD Position Paper and re-submitted. AMD EXCO/Board to approve.

# Space Committee

## 1. Over the 2024/2025 financial year,

Mr Zane Cleophas lead with distinction. He moved on to Armscor (BoD and TISS) in December 2024.

Mr Lesetja R T Mogoba was elected as Chairperson (Deputy Chair prior). Ms Thongwane L Namane was elected as Deputy Chairperson.

2. As the appointed 2025 AMD G20 Champion, we formally secured a presentation from B20 Secretariat (McKenzie: Anthony + BUSA: Case Coovadia) to the AMD BoD.

Formal participation allocation was confirmed: Industrial Transformation & Innovation Taskforce as well as Trade & Investment Taskforce.

G20 Summit in November 2025, w.r.t. exhibition, sponsorship and speaking opportunities are currently being deliberated.

3. Institutions, Panel Discussions and Expos: Africa Space Agency is officially open in Egypt. Planetary Defence Conference was also a key event by our members with the Deputy Chair on the local organising committee. Mobilization with CoP (Community of Practice) Structures by NEOSS (National Earth Observation Space Secretariat), National Space Conference, SAAF Space & Air Power Symposium hosted by Space Command. South African Council for

Space Affairs (SACSA) also hosted a Moot Court. Local launch capability readiness report and SAEOSS theory of change workshop by DSTI. AAD 2024 (Waterkloof) and Oceans Economy 2025 (Durban) milestones as well as inter-Committee ongoing work spearhead dual-use importance for global competitiveness. These shall inform our inputs at the Defence Industry Lekgotla.

4. Exploratory engagements to establish an African Technology ETF (Exchange Traded Funds) as a mechanism for wholesale funders of funds pipeline to improve rate of commercialisation (revenue & income generation) for local industry. African Union AfCFTA and BRICS+ and EU presents some interesting market access options.

5. In terms of general house keeping, and code of conduct tenets: All of our meetings formed minuted quorums and the Space Committee enjoys robustly effective deliberations and meaningful program of action (PoA) impact.

6. Lastly, noteworthy keen interest w.r.t. Satellite technology ecosystem developments are ongoing from the Dept. of Communications & Digital Technology, ICASA, and SANSA recommended National SatCom strategy. This is a Stakeholder opportunity maturing to increase our member base contributions, across the current and new categories/class.



**Lesetja Mogoba**  
SPACE

# Space: Programme of Action

## SPACE COMMITTEE: 2023 - 2025

DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
1. Collaborations a) Inter-Agency b) Dod SAAF/AMD Collaboration c) Collaboration agreement with SBIDZ and SANSA d) SKA Collaboration e) Educational and Research Institution Collaboration	a) government departments of AMD focus on Satellite products/technologies and services. b) Support DoD through the SAAF in establishing Space Command Focus. c) Maritime *surveillance of AFCFTA coastline from space. d) Square Kilometre Array (Radio Telescopes) modular technology and skills transfer of ground based stations in Carnarvon Northern Cape. e) Call think tank/ inaugural collaboration discussion with all relevant institutions		Space Committee	

## SPACE COMMITTEE: 2023 - 2025

DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
2. Alignments a) BRICs b) SANSA/ AMD Alignment regarding all activities c) Technologies development and testing d) Leverage from existing infrastructure and technologies	a) BRICS Aviation Working Group letter for chairmanship & manufacturing working group IPR alignment to unlock industrialisation (high tech exports) b) SANSA/AMD MoU for defence sector satellites and data. c) Leverage CAV for satellite *telecommunications ecosystem. d) Matjiesfontein (Space Industry Hub), Overberg Air force Base, sites development collaboration/ ecosystem coordination in Western Cape	Attract the youth and women to the defence Industry	Space Committee	

<b>DRIVER/GOAL</b>	<b>ACTION</b>	<b>DUE BY</b>	<b>RESPONSIBLE COMMITTEE</b>
Inter Agency Collaboration	Inform relevant government departments of AMD focus on Satellite products/technologies and services	2024	Space Committee
Technologies development and testing	Leverage CAV for satellite *telecommunications ecosystem	2024	Space Committee
	Gauteng war-room alignment	2024	Space Committee
DoD SAAF/AMD collaboration	Support DoD through the SAAF in establishing Space Command Focus	2024	Space Committee
Collaboration Agreement with SBIDZ and SAMSA	Maritime *surveillance of AfCFTA coastline from space	2024	Space Committee
BRICS alignment	BRICS Aviation Working Group letter for chairmanship & manufacturing working group IPR alignment to unlock industrialisation (high tech exports)	2024	Space Committee
SANSA/AMD Alignment regarding all space activities	SANSA/AMD MoU for defence sector satellites and data	2024	Space Committee
Leverage from existing infrastructure and technologies	Matjiesfontein (Space Industry Hub), Overberg Test Range, Overberg Airforce Base, sites development collaboration/ ecosystem coordination in Western Cape	2024	Space Committee
Collaboration with SKA	Square Kilometre Array (Radio Telescopes) modular technology and skills transfer of ground based stations in Carnarvon Northern Cape	2024	Space Committee
Educational and Research Institution Collaboration	Call think tank/inaugural collaboration discussion with all relevant institutions	2023	Space Committee



# AMD Marketing Plan – 2025

The Marketing & Communications Committee strategically enhances the visibility, relevance, and impact of the Aerospace, Maritime and Defence (AMD) Industries Association of South Africa. In alignment with AMD's broader mission to support and position the defence and related industries as vital contributors to national security, economic growth, and industrial development, the committee focuses on driving strategic messaging, stakeholder engagement, onboarding new members, and brand positioning.

In 2025, our key emphasis was reframing AMD's marketing strategy through a human-centric, **phased approach** aligned to what we termed **"The AMD Marketing Plan Phases"**. This framework guides both member companies and AMD's institutional branding along a path of maturing engagement, broken down into five progressive phases:

1. **Visibility** – Ensuring AMD and its members are seen building basic awareness, brand identity, and a professional digital presence.
2. **Relevance** – Establishing credibility and resonance: aligning AMD messaging with national priorities, current affairs, and sector developments.
3. **Community** – Building internal and external cohesion: connecting members, amplifying shared values, and reinforcing sector solidarity.
4. **Influence** – Shaping perception and policy: proactively engaging media, decision-makers, and thought leaders to influence narratives and decisions.
5. **Legacy** – Positioning for long-term impact: securing AMD's place in history as a national asset and champion of industrial, security, and skills development.

This structured approach enabled us to design and deliver a **2025 AMD Marketing Plan** that is both visionary and executable. We also revamped our **newsletter template** and **communication tone**, developing a new AMD Website with a drive to attract new members and keep our valuable existing members. Create awareness in the industry with collaborative events **to harmonise AMD's voice across platforms and publications.**

Challenges encountered included content curation across a diverse membership and maintaining consistent branding in a dynamic geopolitical and defence landscape. Despite these, the committee made substantial progress in building a brand-new marketing committee team, repositioning AMD as a credible, modern, and strategic industry voice.

Looking ahead, we will continue building on this framework—deepening our engagement with media, strengthening links with government communicators, and expanding our digital

influence. The foundation laid in 2025 ensures that AMD is well placed to scale its **impact** and **recognition** through 2026 and beyond.

## Background

This marketing plan outlines a strategic approach for the Aerospace and Defence Representative Body (AMD) to reshape the narrative around South Africa's Aerospace, Maritime, and Defence Industries (SADI). The marketing plan focuses on fostering a positive perception of SADI by highlighting its role in defence, security, peacekeeping, and economic development. By leveraging strategic branding, government engagement, and measurable actions, AMD aims to position SADI as a globally competitive, innovative, contract-closing and transformative force in Africa and beyond.

## The Narrative

### Forging South Africa's Future in Aerospace, Maritime & Defence

The AMD Council is reshaping, rethinking and rejuvenating South Africa's defence and security landscape—driving innovation, strengthening capabilities, and positioning AMD as a global leader in contributing to national security, economic prosperity, and technological advancement.

**This Marketing Plan aims to create a phase-in approach of implementation, "MASLOW hierarchy of MARKETING" and focus on the "HOW" AMD Strategic Objectives**

### PHASE - 1 'The Basic Needs'

#### AMD's Physiological needs - The NOW, the Food & Water

**To create a foundation to provide the AMD association with a competitive edge, a comprehensive benefits package for our members, and real marketing opportunities to assist our valuable members.**

### AMD Strategic Communication Platforms:

#### 1) AMD website revamp

- Electronic membership application forms to be available directly from the AMD website
- Online onboarding process via a link sent by the AMD Marketing department.
- Refresh the website with user-friendly clicks, an organigram of the AMD leadership, vision, mission and values.
- More exposure for the AMD member profiles

#### 2) Newsletter

- Create a new template (style guide) that is exciting, current,

and topical, with a standard style guide, for example:

- **Latest News** feature (e.g., major policy change, breakthrough technology, or significant company development).
- **New Leadership Spotlight** – CEO/CFO/Director-level appointments in the sector.
- **Contracts Signed** - Highlights of key contracts secured by members, major acquisitions, or government deals.
- **Welcome New Members** - A dedicated section introducing and profiling new AMD Association members.
- **Industry Trends & Analysis** - Insights into market trends, regulatory updates, and upcoming challenges.
- **Tech & Innovation Corner**- new product launches, and advancements in aerospace and defence technology.
- **Event Calendar** - Upcoming industry events, expos, and important AMD gatherings.
- **Member Spotlight** - A feature interview or success story of an AMD member company.
- **Opinion & Thought Leadership** - A guest column from industry leaders, policymakers, or experts.
- **Global Defence News** - A roundup of key international and local news affecting the sector.

- **Constitute a Newsletter Committee** - The Marketing committee and members must review the newsletter before publication
- **Clean up the Distribution list:** who are we sending this to
- **A survey** will be conducted with members asking for feedback and suggestions.
- **New Target** - Can we broaden our reach, distribute this newsletter outside the member base to increase brand presence and attract new members
- **Make it online—We need to make our newsletter online so we can monitor whether it is read, by whom, etc.**

### 3) WhatsApp groups

- Make a list of the current groups and do a clean-up exercise
  - Director & Chairperson, Group, Committee, and Other groups have to be created for the broader members

### 4) LinkedIn

- Currently, AMD has 1,800 followers. Our target for the end of 2025 is 3000

### 5) AMD PODCAST

- Interview AMD Captains of Industry to talk about what makes them tick and how they are navigating their business in this defence environment
- Partner with existing podcast platforms to reduce cost and management

### 6) Instagram

- The AMD Instagram account is to be created

### 7) Publications

- Partner with established Publications (DefenceWeb, Defence Collaboration, Defence Network, etc.)

### Immediate ACTION

- Appoint an agency to refresh the website, and design a newsletter template with an online capability.
- Update, clean up and check the reach of the AMD distribution lists across our target audiences.
- List all current AMD marketing channels and double-check if they are working:
  - Email List - total number of email addresses, and verify if they are valid and working
  - WhatsApp groups – are the people still members/directors, etc

### PHASE – 2 ‘The Esteem Needs’

#### AMD’s Psychological Needs – The Prestige and Feeling of Accomplishment

Because of our robust industry culture, we encourage a sense of community and connection within the membership. We offer member events and networking opportunities to foster market access and strong relationships among our member companies. “Esteem needs” include recognising and rewarding member achievements, such as the “Oscars of Defence” awards, which allow members to nominate their peers for awards based on exceptional performance and teamwork.

#### 1. Increase Membership Base -WHY SHOULD I BE AMD

AMD membership must unlock opportunities for growth, collaboration, economic prosperity, and global competitiveness.

- 1) AMD to show tangible success projects
- 2) Promote AMD achievements with media partners (Defence Web, Defence Collaboration Magazine, Defence Network Magazine, etc.)
- 3) Promote and showcase AMD stats
- 4) New 2025/26 Membership Benefits booklet.
- 5) A new AMD logo
- 6) Create opportunities for AMD members.
- 7) Access to contracts, new business, and intro to A/B/C members and beyond
- 8) MARKET ACCESS - portal for tenders linked to Armscor/ search portal, etc.
- 9) Create AMD Marketing Product Demonstrators (MPDs)

#### 2. Create AMD-owned Marketing and communication platforms

- 1) AMD Coffee table books
  - a. Chief of Air Force Coffee Table Book as a launch and then OWN all Chiefs’ books (Navy, Army) by AMD.
- 2) AMD Enterprise and Supplier Development Conference:
  - a. This platform is where A, B and C-level AMD members can showcase their current contracts being executed to SME suppliers. Members should present projects

# AMD Marketing Plan – 2025

and engage with small-to-medium enterprises (SMEs) at this platform (AMD creates Market Access).

- b. This platform portrays AMD as a caring association that focuses on giving SMEs market access, showing transparency, and is committed to transformation.
- c. Bring in AMD partners on Skills Development to provide services to SMEs at a reduced cost (AMD membership Value ADD). They can also present here.
- d. Monitoring and Evaluation: measurable objectives for transformation, diversity, and enterprise development. Regularly review progress and adjust strategies as needed.
- e. Develop an AMD app for updates, alerts, member introductions, profiling, event information and App Development. An app can be updated quickly and serve as a central portal for news, forms, and event registrations.

### 3) AMD AWARDS DAY

- a. Create the categories
- b. The Oscars of Defence for our Members
- c. Best CEO/Best advert/Best CSI project/Best employer/etc

### PHASE – 3 ‘ Full Potential’

#### AMD’s Self-Fulfilment Needs – The Full Potential & Creative Activities

#### Providing opportunities for our AMD members to reach their full potential.

AMD will introduce Project CLASS, a foundation for collaboration between AMD Members and SADI to create **Marketing Product Demonstrators** (MPDs) under the five pillars of Aerospace, Maritime, and Defence. The MPD allows AMD Members to market their capability and products directly to the Department of Defence and Industry.

#### To Facilitate Collaboration and Partnerships, AMD must create MPDs that address key requirements now in the DOD and industry, by the members and partners.

This speaks directly to AMD’s need for a boost in innovative marketing initiatives for its member base and will

demonstrate that AMD gets things done.

### Project CLASS – A Transformative Defence Innovation Platform

Project CLASS is an innovation and collaboration programme designed to create AMD **Marketing Product Demonstrators**. Project CLASS enables AMD members to contribute directly to fast-tracked defence and security innovation marketing projects under six pillars: Cyber, Land, Aerospace, Sea, Security and Space.

This initiative is designed to foster defence-industrial revitalization, promote export-ready demonstrators, and build investable capabilities with strong dual-use potential in civilian markets. AMD members collaborating can activate and accelerate Project CLASS—a programme with both national security value and commercial scalability.

### AMD PROJECT ‘CLASS’

- › Cyber,
- › Land,
- › Aerospace,
- › Sea
- › Security
- › Space

### Why Project CLASS Is Relevant TODAY

1. Strategic Timing: It aligns with South Africa’s growing defence renewal and localization drive and global demand for affordable, interoperable systems.
2. Prototype to Order Pipeline: This pipeline will be directly integrated into Department of Defence (DoD) priorities, streamlining prototype demonstration and accelerating procurement.
3. Export Market Potential: AMD-led marketing and showcasing at AAD 2026 to generate international sales interest.
4. Collaborative Product Pooling: Diverse OEM members contribute capabilities under a shared national platform, reducing R&D risk and cost.

## The Project CLASS Structure

PHASED APPROACH – “Maslow Hierarchy of Marketing”

Phase	Focus	Objectives
Phase 1: Basic Needs	Visibility & Communication	Establish brand credibility, digital channels, and stakeholder trust.
Phase 2: Esteem Needs	Industry Culture & Recognition	Member engagement, brand loyalty, and platform building.
Phase 3: Self-Actualization – PROJECT CLASS	Innovation & Growth	Create marketable defence demonstrators under each CLASS pillar.

## PROJECT CLASS – Potential/Example of - AMD Marketing Product Demonstrators (MPDs)

Pillar	Concept & Prototype- MPD	Contributing Companies
Cyber	Mini SOC Platform (Security Operations Centre)	AMD Cyber Members
Land	Armoured Vehicle with: a) 81mmMortar b) Anti-Drone hard kill burst ammo c) Anti-Tank Missile d) De-mining equipment	AMD Vehicle OEMs
Aerospace	Rotary Wing UAV /Attack Helicopter/Fixed Wing a) Upgrade/modernize a Aircraft/Helicopter b) Upgrade fixed-wing UAV c) Border surveillance aircraft	AMD Fixed/Rotary wing /UAV OEMs
Sea	Fast Patrol Boat/ with RCWS a) Unmanned Vessel/Boat Integration b) Convert the vessel into a UAV c) Upgrade vessel/boat	AMD Maritime OEMs
Security	Border and Security Management a) Install a pilot Surveillance & Perimeter Systems. b) UAV for Border surveillance	AMD border and security OEMS
Space	Hydrogen hyperspectral satellite constellation for earth intelligence	AMD Space Members

### AMD Member Requirements

AMD Members to strategic collaboration:

1. Co-development and integration of Project CLASS demonstrators.
2. Support pre-commercial procurement activities.
3. Establish testing, compliance, and documentation infrastructure.
4. Prepare and showcase all MPD demonstrators at AAD 2026 under the AMD Collaboration banner.

### Call to Action for AMD members.

The South African Defence Industry is our natural complement to South Africa’s industrial growth ambitions. We invite strategic OEMs to partner with AMD to launch the next generation of adaptable, export-ready African defence solutions.

Let’s co-create value through:

1. Tech and design collaboration

2. Co-manufacturing and licensing
3. Dual-use market expansion
4. Joint go-to-market strategies across the Global South

### ACTION

1. Identify the projects under each pillar with DOD and industry, which is a current requirement in the DOD and Industry
2. Invite AMD members to contribute capabilities or products to these identified projects
3. AMD to draft letters to DOD ( Airforce, Navy, Army, BMA, etc.) stating that AMD would like to initiate these Marketing Product Demonstrators ( MPDs) in partnership with DOD and Armscor and then hand over each of these demonstrator platforms to be used by DOD and in parallel AMD will market these platforms to the international market while the DOD finds the budget to place the orders on AMD members.
4. These projects will be in preparation for display at AAD

# AMD Marketing Plan – 2025

2026 in the AMD Defence Collaboration Stand

## 1. Transparency and Trust – commitment to ethical practices, transparency and accountability. Showcase commitment to sustainability and social responsibility.

### ACTION

- Use our updated newsletter and new distribution channels
- Public and Community – CSI (QUICK WIN) Launch public awareness campaigns and educational outreach programs.
  - EXAMPLE: STEAM Beaded Denel RW UAV Helicopter already is ready to go to schools in the rural areas
  - Make it an AMD STEAM RWUAV helicopter as a symbol of collaboration with member companies
  - Use it as an AMD CSI campaign to send to schools, creating awareness of science, technology,

engineering, and math with a focus on aerospace. This ties into branding and marketing.

- AMD member companies will send their managers to speak to the young learners, and the media will be involved.

## 2. Economic and Social impact – contributes to economic growth, job creation and technological advancement.

### ACTION

- Use Project CLASS for this objective
- Use the AMD enterprise development conference for this objective

## 3. Investors and Financial Institutions:

### ACTION

- AMD should partner with a funding company and make them an AMD member.



**Colin Singarum**  
MARKETING

# Marketing: Programme of Action

Marketing of AMD Value Add and Image				
DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
1. Providing exposure on how AMD represents SADI through its members and stakeholders – <b>SEE MARKETING PLAN IN a 3 PHASE APPROACH</b>	Marketing initiatives that feature the stakeholders and AMD members in their different industries: Aerospace, Maritime & Defence – <b>PHASE 2 &amp; PHASE 3 ( PROJECT CLASS)</b>	Exposure of AMD and its value to SADI – <b>AMD BENEFITS BOOKLETS 2025 &amp; PHASE 2 &amp; 3</b>	AMD Office	Committee needs to decide on how to implement – <b>Refer to MARKETING PLAN</b>
2. Enhance the Image of AMD through social media platforms and website – <b>PHASE 1 of MARKETING PLAN</b>	Consistent provision of content educational and promotional <b>PHASE 1, 2 &amp; 3</b>	Attract the youth and women to the defence Industry <b>PHASE 2 &amp; 3 INCLUDING THE AMD ENTERPRISE DEVELOPMENT CONFERENCE &amp; OSCARS OF DEFENCE</b>	AMD Office	Committee needs to decide on how to implement – <b>Refer to MARKETING PLAN</b>







# Audit and Risk Committee

The Audit and Risk Committee plays a vital role in safeguarding the integrity of AMD's financial reporting and risk management processes. This independent committee, composed of members of the Board of Directors, operates under a formal charter approved by the Board.

During the past year, the Audit and Risk Committee diligently fulfilled its responsibilities, which include:

**Overseeing the financial reporting process:** We reviewed and assessed the company's financial statements, internal controls over financial reporting, and the effectiveness of the audit process. We also met regularly with both internal and external auditors to discuss audit findings, significant accounting issues, and any areas of concern.

**Assessing and managing risk:** We worked closely with management to identify and evaluate key risks facing the company, ensuring that appropriate mitigation strategies are in place. This included reviewing the

company's risk appetite, risk management framework, and the effectiveness of internal controls in addressing identified risks.

**Ensuring compliance:** We monitored the company's compliance with applicable laws, regulations, and ethical standards. This included reviewing compliance programs, investigating any potential violations, and providing guidance to management on compliance-related matters.

**Promoting transparency and accountability:** We fostered open communication between the Board, management, auditors, and other stakeholders regarding financial reporting, risk management, and compliance matters.

The Audit and Risk Committee is committed to maintaining the highest standards of corporate governance and financial integrity. We believe our efforts contribute significantly to the long-term success and sustainability of AMD.



**Dr Nivan Moodley**  
RISK and AUDIT



“

*Promoting transparency and accountability: We fostered open communication between the Board, management, auditors, and other stakeholders regarding financial reporting, risk management, and compliance matters.*



# Export Committee: Programme of Action

**Ensure that an effective and efficient Export Regulatory Regime is in place and is understood by ALL.**

DRIVER/GOAL	ACTION	EXPECTED OUTCOME	MILESTONES ACHIEVED	OUTSTANDING WORK
<p>Modernisation and Digitalisation of DCAC to improve efficiencies and facilitate Defence Industry Exports</p> <p>Engagements with DCAC on the amendments of the National Conventional Arms Control act 41 of 2002</p>	<p>Engagement with Industry to provide industry feedback on proposed areas of improved (e.g. workshop/survey)</p> <p>Engagement with DCAC on Industry feedback/input</p> <p>Planning of SADI Day</p>	<p>Survey or Workshop with Industry members to arrive at common position on proposed improvements</p> <p>Presentation of Industry feedback to DCAC with focus on:</p> <p>Status of current initiatives Targets for turnaround plan Focused support required from stakeholders, including government and industry</p>	TBA	
<p>Improvement of market access through focused dialogue with DIRCO/DTI/DoD/ Presidency</p>	<p>Engagement with Industry on market access challenges which may be ameliorated by government dialogue</p> <p>Engagement with relevant government departments to inform the agenda of Bilateral Trade Agreements/ Bilateral Defence Co-operation Agreements and Joint Ministerial Commissions where market access for SA Defence products remains a challenge</p>	<p>Identify challenges faced by industry</p> <p>Start focused engagement sessions with individual government dpts and set targets for follow up</p>	TBA	<p>Government needs to understand the important role that SADI plays in SA.</p>

<p>Improving Competitiveness and Brand Awareness</p>	<p>Engage relevant government departments to access incentive/ stimulus packages available as part of Science &amp; Technology R&amp;D, Industrial Policy Action Plan etc. to improve competitiveness of local industry and thereby bolster exports</p> <p>Use government to act as Brand champions for SA Defence Industry in bilateral relations and other multilateral platforms</p>	<p>Access to government incentive schemes/ support schemes to improve skills, technology, research etc.</p> <p>Active promotion of SA Defence Industry by govt champions, International Marketing Council etc.</p>	<p>TBA</p>	
<p>Focus on market access where such access may be difficult due to either bureaucratic or political reasons</p>				

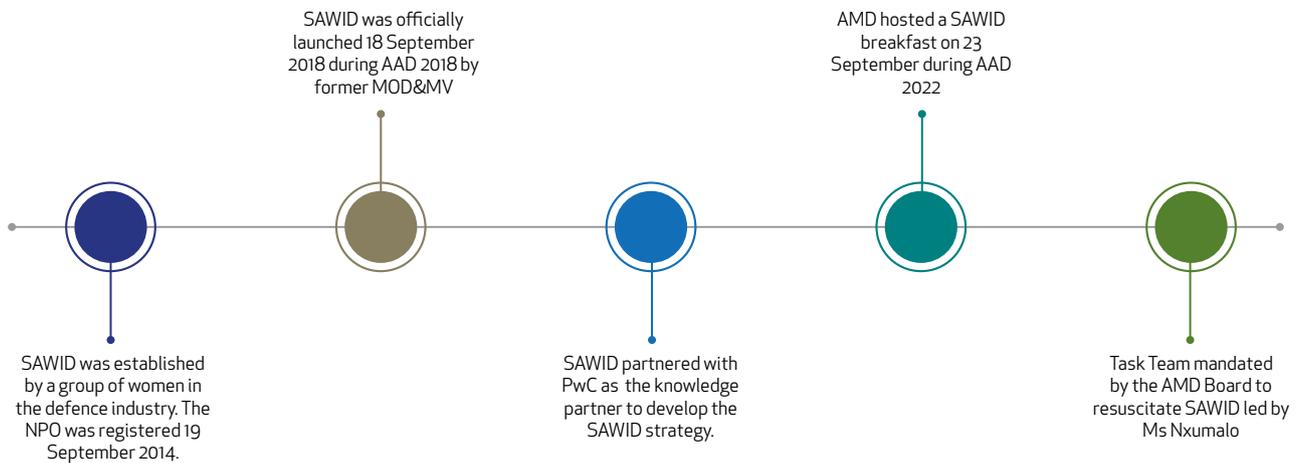
# SAWID Background



The South African Women in Defence (SAWID) is a registered Non-Profit Organisation (NPO) established in 2014 by a group of women in the defence sector who recognised the urgent need to address the unique challenges, barriers, and opportunities for women within the defence industry.

To create an organisation that represents, supports, empowers and advances women's interests in the defence industry.

## SAWID TIMELINE



**Michelle Nxumalo**  
SAWID Chairperson



### Task Team Chairperson

Michelle Nxumalo

### AMD B-BBEE, SMME, Skills Dev Chairperson

Retsibile Sekhukhune

### AMD Representative

Khulile Mtsetfwa

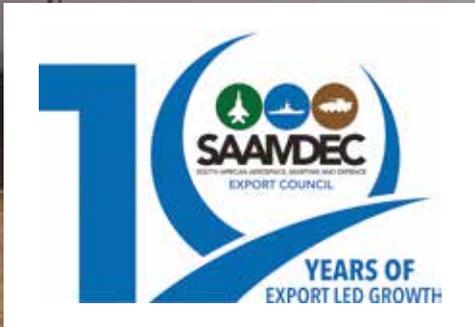
### AMD Marketing & Research Manager

Sindi Mndaweni

#### OBJECTIVES

- Advocate for greater inclusion of women within the defence and national security sectors.
- Ensure gender transformation in defence through policy alignment, strategic initiatives and active participation.
- Strengthen the pipeline of future female leaders through mentorship, skills development and industry exposure for women.
- Capture, retain and develop more women into the defence and security industry.
- Create an industry-wide networking forum to share challenges, experiences, and solutions.
- Encourage educational development and career pathways for young women in defence.





***EXPORT COUNCIL ANNUAL REPORT  
SAAMDEC YEAR: 2024/2025***



# FOREWORD BY

## SAAMDEC CHAIRPERSON

It is with great pride and a deep sense of purpose that I present the Annual Report of the South African Aerospace Maritime and Defence Export Council (SAAMDEC) for the 2024/2025 financial year.

This year has been one of strategic renewal and bold re-engagement. In the face of both global uncertainty and domestic challenges, SAAMDEC has remained steadfast in its mandate to support, promote and elevate the South African Defence Industry (SADI) on international platforms. We have continued to advocate for our members, strengthen our collaborative relationships with key stakeholders and align our activities with the broader national objectives of industrialisation, transformation and inclusive economic growth.

Throughout the year, we have focused on expanding market access for SADI, facilitating targeted export opportunities, and strengthening regional and international partnerships. The reinvigoration of strategic missions and the alignment of our operations with government policy thrusts are testament to the Council's evolving relevance and growing impact.

We also marked significant institutional milestones, notably SAAMDEC's 10th anniversary — a decade of building bridges, promoting excellence and ensuring that South African capabilities are recognised and respected across the globe. This anniversary afforded us not only the opportunity to celebrate, but also to reflect, re-strategise, and re-commit to the vision of an agile, competitive and inclusive export-driven defence industry.

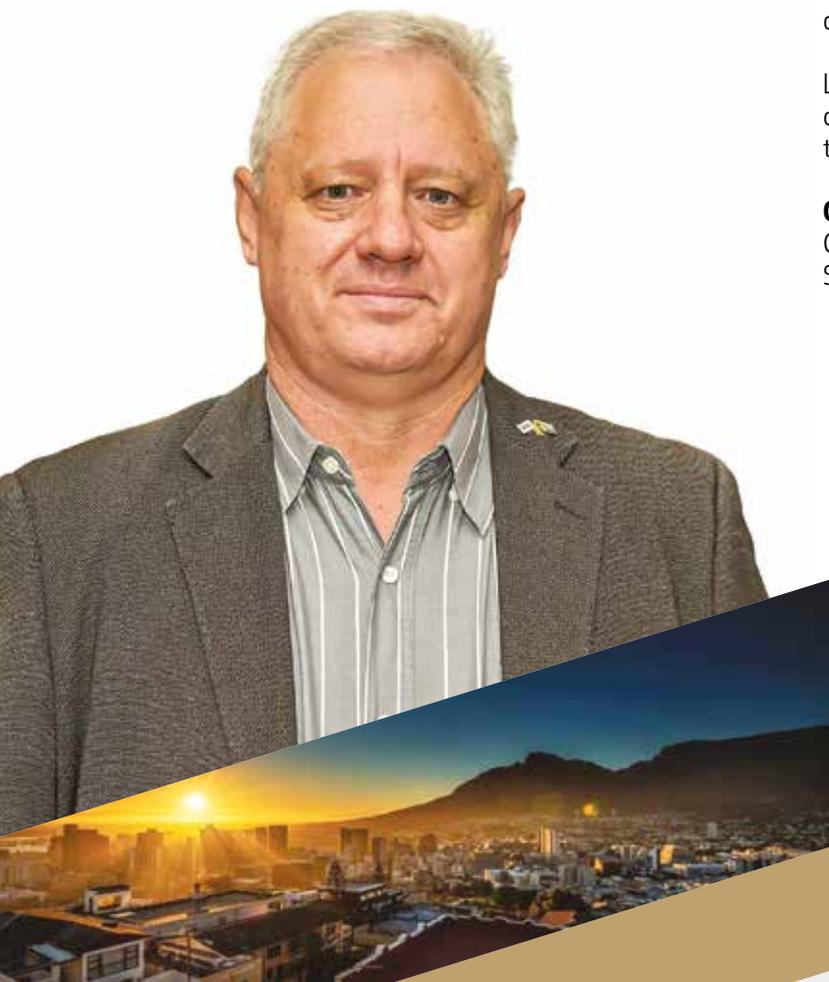
None of our achievements would have been possible without the unwavering commitment of our members, the support of our partners, and the guidance of our Board. I wish to express my deepest appreciation to all who continue to believe in the mission of SAAMDEC, and who contribute daily to the success of our sector.

As we look ahead, SAAMDEC remains committed to transformation, resilience and showcasing innovation. We recognise that the challenges of the global defence environment demand a proactive and future-facing response. It is in this spirit that we step confidently into the next phase of our journey — ready to navigate complexity, seize opportunity and unlock the full potential of South Africa's defence exports.

Let this report stand as a record of progress, a reflection of our shared vision and a reaffirmation of our commitment to excellence.

**Cornelius Grundling**

Chairperson  
SAAMDEC



# FOREWORD BY

## SAAMDEC CHIEF EXECUTIVE OFFICER

As I reflect on the journey of SAAMDEC over the past year, I do so with immense gratitude, humility, and a deepened sense of duty to the sector we serve. The 2024/2025 financial year has been a defining chapter — one marked by recommitment to purpose, restoration of momentum, and the forging of stronger partnerships across the ecosystem.

This year also coincided with SAAMDEC's 10th anniversary — a meaningful milestone that provided both a moment for reflection and a renewed call to action. Our work this year has centred on strengthening South Africa's position as a competitive player in the global Aerospace, Maritime and Defence export arena. This has been achieved through sustained efforts in market access facilitation, trade promotion, stakeholder engagements and policy advocacy.

I would like to extend my sincere thanks to the Department of Trade, Industry and Competition (the dtic) for their continued support, guidance and partnership. Their collective efforts — from strategic collaboration to financial and institutional backing — have enabled SAAMDEC to fulfil its mandate as a national export council. The trust and alignment we continue to enjoy with the dtic is a key pillar of our success, and for that, we are truly grateful.

Our strides this year have been underpinned by unity of purpose. Together with our member companies, strategic partners and stakeholders, we have made progress in unlocking opportunities for local exporters, growing

industry visibility on global platforms and creating space for inclusive and sustainable growth within the sector. We are especially proud of the impact made in transformation and enterprise development, identifying new players, nurturing emerging exporters, and amplifying the voices of those who have long operated on the periphery of this industry. There is still much to be done, but we are on the right path.

To our Board of Directors, member companies, the dtic, and our committed supporting staff — thank you. Your passion, expertise and belief in the potential of the South African Defence Industry continues to inspire and drive the work we do.

Looking ahead, SAAMDEC remains committed to being a strategic enabler, a credible voice and a bridge between South African capability and global opportunity.

With sincere appreciation

**Sandile Ndlovu**  
Chief Executive Officer  
SAAMDEC

**“** To our Board of Directors,  
member companies, the dtic,  
and our committed supporting  
staff - thank you



# 1. BACKGROUND OF THE SECTOR

## 1.1 Overview of the Sector and Performance Environment

The South African Defence Industry (SADI) is a cluster of South African private and public sector organisations that are involved in the design, development, manufacture and maintenance, repair and overhaul of landwards-, aerospace- and maritime defence systems as well as the provision of mission specific systems and sub-systems along with the required enabling capabilities such as training, modelling and simulation.

Most of the companies are recognised as original equipment manufacturers (OEM's) in their own right, while the sector also includes a number of small-, micro- and medium enterprises (SMME's). Although the majority of SADI companies are South African owned, the sector has a few companies that are registered in South Africa and provide significant employment opportunities to South Africans whilst they may have majority foreign shareholding/equity ownership.

SADI is recognised as a strategic industrial sector within the South African economic landscape and has a unique distinction of forming an integral part of the South African National Defence Force's (SANDF) capability portfolio as the sector provides essential technical support in the form of engineering, maintenance, repair overhaul, qualification and certification capabilities for operational systems within the ambit of stringent governmental regulations on non-proliferation and conventional arms control regimes.

The sector invests roughly R500 million (down from R7bn at the height of SADI investments) in own technology development/R&D (Research & Development) annually, and has consistently provided meaningful skilled employment opportunities to about 20 000 highly skilled engineers, technicians and artisans – many of them contributing to key national projects in space, transportation, rail safety, mining, construction, power generation and telecommunications. Conservatively, the sector is estimated to have multiplier factor of 1:4 in terms of direct additional job opportunities in the wider manufacturing and associated services sector, thus supporting at least 80,000 further skilled jobs in the economy.

The SADI's competitive advantages include not only price and quality of its products and systems, but also other key considerations that count in its favour. One of the main characteristics of the SADI is its jealously guarded 'independence' as a defence industrial capability that can offer a viable alternative to non-aligned / non-NATO defence clients who value access to a reliable and unfettered supply of defence equipment and services.

In making this fundamental statement it needs to be noted that all exports of military goods and services are reviewed and authorized by the National Conventional Arms Control Committee, using the United Nations Security Council resolutions and international protocols on the control of conventional arms as well as the non-proliferation of weapons of mass destruction as their primary guidelines to ensure that no South African company will breach these protocols and formal sanctions.

Secondly, the size, ingenuity and interdependence of the SADI allow it to respond swiftly and flexibly to new client requirements with some developments reaching fruition in 6 to 9 months from inception. This ability is based on the niche skills of its engineering and artisan workforce, supported by a balanced skills development regime and innovative spirit that is recognised internationally.

Lastly, the SADI's primary client, the SANDF, operates in the diverse and exacting climatic and geographical conditions of the African continent. This means the SADI's offering is designed to function optimally in all these challenging environmental conditions and is thus ideal for most defence applications virtually anywhere in the world. All these factors are made even more worthwhile by the strong defence electronics bias within the SADI, making SADI an ideal partner that is able to offer systems design, engineering and integration capabilities for upgrading and customising foreign defence systems for third-party markets or integrating South African defence equipment on foreign platforms.

Expected growth in the industry sector is envisaged to be in the areas of cyber security, unmanned aerial vehicles, and protection systems – (both passive and active) as well as providing sub-system through integration into the global supply chain.

## 1.2 Key current issues, challenges and opportunities in the Sector

Over and above the stringent technical and performance standards that are associated with high tech nature of defence products and services- SADI's competitiveness is severely restricted by several issues which are critical for its success. Top amongst these being the following:

### ● Market attractiveness and market selection:

a. **Market size and demand:** whilst defence budget and spend globally may be on the rise, the local defence fiscal constraints continue to be a key challenge to the SADI as this means investment in much needed R&D has declined and the anchor client status and role of the SANDF has been gravely compromised particularly in relation to providing support to SADI exports as well as in terms of the development of future systems since most exports are a product thereof.

b. **Political Stability and Geopolitical Dynamics:**

The evolving political landscape, both locally and internationally, continues to influence the South African Defence Industry's (SADI) export prospects. Domestically, the recent establishment of a Government of National Unity (GNU) presents both opportunities and uncertainties, particularly in the continuity of defence policy, procurement priorities, and institutional cohesion. Internationally, geopolitical tensions are redefining strategic alliances and defence requirements. The ongoing conflict between Russia and Ukraine has significantly reshaped global defence markets, with European nations ramping up armaments acquisition in response to regional security concerns — a development that presents potential opportunities for SADI to meet increased demand. However, navigating the complex export regulations, supply chain constraints, and bilateral diplomacy remains a challenge.

South Africa's increasingly strained diplomatic relations with the United States — particularly around non-alignment, defence postures, and global human rights narratives — further complicate international cooperation and market access, especially within Western-aligned markets. This is juxtaposed with growing expectations from BRICS partners, demanding careful foreign policy balancing.

In Africa, tensions between the Democratic Republic of Congo (DRC) and Rwanda continue to destabilise relations, posing risks to peacekeeping mandates and affecting regional stability, which in turn may influence SADI's ability to export or operate in those territories.

The ongoing war between Palestine and Israel has intensified instability in the Middle East, affecting long-standing defence partnerships and creating unpredictable shifts in regional procurement priorities. As countries in the region reassess their defence postures and alliances, it becomes imperative for SADI to navigate this complexity with both agility and strategic foresight. Overall, the convergence of global political realignments, armed conflicts, and regional instability continues to shape the defence landscape. For SADI, success in this environment will depend on proactive diplomatic engagement, responsive market positioning, and enhanced strategic intelligence.

c. **Sound financial structures for payment:** the need for reliable and stable financial instruments (including bartering) and export credit guarantee for the SADI is a key requirement for SADI export support.

d. **Regulatory environment:** the dependability and predictability of the issuance of permits, DCAC capacity and effectiveness and the requirements related to EUC's are key constraints in the current trading environment.

### ● Competitiveness within the market

e. Being biased towards the production of electronic subsystems means the **SADI has to compete with and dislodge established players in a foreign OEM's supply chain** and this is often viewed as a major risk by the OEM's while also conflicting with possible national security/industry considerations.

f. By its nature, the creation of defence products and capabilities demands **high and constant R&D investment** for the creation of new science and technologies and equipment destined for a demanding client environment. Within a South African context this fundamental aspect of a viable and sustainable local Defence industry is impaired by lack of adequate funding and availability of suitable skills.

g. Time frames to secure orders are quite substantial, usually taking anything up to 60 months. Companies with limited cash flows or liquidity often struggle to cope with such prolonged turnaround times.

h. Marketing and networking are quite expensive and extensive in this sector. This means only companies that can afford to market themselves stand a chance of getting business.

### ● Market Access

a. The impact of **rigorous Arms Control processes** that

often lead to delays in the issuing of permits and thus to customer frustration with SADI as a reliable service provider.

- b. **Defence business is inherently political** and as such there is a crucial need for deliberate and focused political support to SADI transactions in new as well as established export markets.
- c. The continued influence of former colonizers on their former colonies also inhibits access to these markets for South African companies.
- d. The absence of the South African Defence Industry (SADI) at international shows and exhibitions due to the delay in the issuing of the list of approved shows and exhibitions, can have significant negative impacts on its operations and growth. Firstly, such events provide crucial platforms for networking and building relationships with potential clients,

partners, and stakeholders from around the world. By not participating, SADI misses out on valuable opportunities to showcase its capabilities, products, and innovations to a global audience, potentially limiting its market reach and potential for international collaborations and contracts.

● **Government support to enhance exports**

- a. A common and shared understanding of the sector is crucial and how exports work within the sector will assist in better measuring metrics being developed, and agreed to, between the dtic and SADI.
- b. Improved DIRCO and dtic support in African countries.
- c. Improved measurement and tracking of statistics at a government level.

**1.2.1 Analysis of internal environment (domestic)**

<p><b>POLITICAL</b></p> <ul style="list-style-type: none"> <li>● Formation of the Government of National Unity (GNU) has introduced policy uncertainty, delayed critical decisions and affecting investor confidence.</li> <li>● Ongoing <b>US-South Africa diplomatic tensions</b>, particularly around geopolitical neutrality and military cooperation, have impacted defence trade and diplomatic trust.</li> <li>● The <b>Ukraine/Russia</b> conflict has increased global defence spending, opening export opportunities for SADI, particularly from Europe.</li> <li>● The <b>Israel/Palestine war</b> and global realignment in the Middle East challenge South Africa’s diplomatic stance and risk alienating key partners.</li> </ul>	<p><b>ECONOMIC</b></p> <ul style="list-style-type: none"> <li>● Changing funding models driven by shifting government priorities and donor fatigue.</li> <li>● Global economic instability due to <b>ongoing conflicts</b> (Russia/Ukraine, Middle East, DRC/Rwanda) is disrupting trade and financing.</li> <li>● Local investment in R&amp;D remains low due to sluggish growth and fiscal constraints.</li> <li>● Financial institutions remain <b>risk-averse</b> in doing business with the defence sector due to ESG (Environmental, Social &amp; Governance-related reputational concerns).</li> </ul>
<p><b>LEGAL</b></p> <ul style="list-style-type: none"> <li>● Financial Institutions funding criteria are an obstacle.</li> <li>● The inefficient and fragmented regulatory framework continues to be a major constraint, delaying export approvals and undermining agility in accessing global markets.</li> <li>● The Public Finance Management Act (PFMA) is increasingly cited as a justification for introducing external players into the South African defence market—often to the detriment of local industry.</li> <li>● A lack of harmonisation between key regulatory bodies (e.g. NCACC, DOD, DTIC, SARS) and legislation (e.g. the Defence Act, PFMA, and Armscor Act) creates uncertainty and limits competitiveness.</li> <li>● South Africa’s foreign policy posture, particularly on contentious global matters (e.g. Israel/Palestine, Russia/Ukraine), is not always conducive to promoting defence exports and may negatively impact bilateral defence trade relations.</li> <li>● The absence of a dedicated legislative instrument to guide and support the defence industry results in policy ambiguity, weakening investor confidence and international partnerships.</li> <li>● Compliance with international export regulations, including the Arms Trade Treaty (ATT) and ITAR/EAR, requires clearer domestic protocols and capacity building within the sector to prevent bottlenecks and violations.</li> <li>● Legal uncertainty over dual-use technologies and emerging defence innovations (e.g. UAVs, cyber tools, AI-driven systems) poses risks for export approvals and regulatory compliance.</li> </ul>	<p><b>ENVIRONMENTAL</b></p> <ul style="list-style-type: none"> <li>● The challenge of finding environmentally friendly ways of producing and disposing of our equipment is great on all of us.</li> <li>● SADI needs to be seen to be an environmentally friendly sector.</li> </ul>

## 1.2.2 Analysis of the External (Global) Environment

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Global Demand for Security- Ongoing global and regional threats (terrorism, piracy, cyber-attacks, insurgency) continue to drive demand for defence and security solutions, creating sustained market opportunities.</li> <li>● Emphasis on Localisation and Indigenous Capability- Growing international recognition of the value of building indigenous defence capability and supporting emerging markets opens doors for new entrants like South Africa.</li> <li>● Regional Cooperation Frameworks- SADC, AU and BRICS defence cooperation platforms enable South Africa to position itself as a regional hub for defence exports.</li> <li>● Strategic Geopolitical Positioning- South Africa's neutral, non-aligned foreign policy and geographic location offer leverage in both African and global defence procurement dialogues.</li> <li>● Multilateral Export Partnerships- Global openness to South-South trade, defence offset agreements, and cross-continental innovation transfer benefits councils operating in emerging markets.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Complex Export Control Regimes - Stringent global export control laws (e.g. Wassenaar Arrangement, ITAR, NCACC alignment) often slow down procurement processes and impose compliance burdens.</li> <li>● Lack of Global Brand Recognition - South Africa's defence exports, while technically sound, lack strong brand presence compared to competitors from the Global North and Asia.</li> <li>● Global Value Chain Exclusion - Limited integration into Tier 1 defence supply chains inhibits large-scale exports and subcontracting opportunities with OEMs.</li> <li>● Volatile Rand and Currency Fluctuations - Exchange rate unpredictability affects pricing competitiveness and deters long-term contracting in foreign markets.</li> <li>● Skills &amp; Technology Gaps - Disparities in defence R&amp;D investment and high-end manufacturing capabilities limit ability to meet some advanced export specs.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Rise in Green Defence Procurement - Growing pressure for sustainable and climate-conscious defence solutions opens space for innovation in energy-efficient platforms, materials, and logistics.</li> <li>● Focus on Cyber and Hybrid Threats - Surge in demand for cyber-defence, surveillance, and unmanned systems presents export potential for digital and low-footprint security technologies.</li> <li>● Defence Industrialisation in Africa - Continental push for self-sufficiency in defence creates intra-African export opportunities, especially where SA has competitive advantage.</li> <li>● Increased Peacekeeping and Humanitarian Operations Global involvement in peace operations and disaster relief creates demand for non-lethal systems, logistics support and dual-use equipment.</li> <li>● Shift to Multi-Use Defence Assets - Growing international trend of civilian-defence convergence allows for diversified export markets in law enforcement, environmental monitoring, and emergency services.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● Geopolitical Tensions and Trade Sanctions - Escalating tensions among global powers could lead to fragmentation of markets, trade embargoes, or regional isolation of certain suppliers.</li> <li>● Protectionism and "Buy Local" Trends - Increasing nationalism in procurement (e.g., "America First", EU defence sovereignty) may reduce appetite for imports from emerging economies.</li> <li>● Technological Domination by Superpowers - Advanced technology export restrictions from dominant nations limit access to critical components and delay product development.</li> <li>● Negative Public Perception of Arms - Trade Heightened public scrutiny and activism around the arms trade may influence political decisions against procurement from certain markets.</li> <li>● Global Economic Uncertainty - Recessionary fears, inflation, and post-pandemic fiscal tightening may reduce defence budgets, especially in developing nations.</li> </ul>

### 1.2.3 Analysis of Organizational environment (SWOT)

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>● Sole government-recognised Export Council for the defence and related industries sector.</li> <li>● Inadequate funding to support the full scope of Export Council initiatives.</li> <li>● Strong membership base comprising highly innovative and technologically capable companies.</li> <li>● Limited internal capacity to fully implement and scale SAAMDEC projects and initiatives.</li> <li>● Established international credibility and loyal clientele, especially in regions requiring specialised defence solutions.</li> <li>● Low awareness across government departments regarding the strategic value of the SADI.</li> <li>● Continued support from key government stakeholders (DTIC, DOD) and alignment with non-aligned international positioning.</li> <li>● Fragmented and inconsistent government support, with siloed approaches across departments.</li> <li>● Resilience and adaptability in navigating policy, regulatory and geopolitical headwinds.</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>● Inadequate funding to support the full scope of Export Council initiatives.</li> <li>● Strong membership base comprising highly innovative and technologically capable companies.</li> <li>● Limited internal capacity to fully implement and scale SAAMDEC projects and initiatives.</li> <li>● Established international credibility and loyal clientele, especially in regions requiring specialised defence solutions.</li> <li>● Low awareness across government departments regarding the strategic value of the SADI.</li> <li>● Continued support from key government stakeholders (DTIC, DOD) and alignment with non-aligned international positioning.</li> <li>● Fragmented and inconsistent government support, with siloed approaches across departments.</li> <li>● Resilience and adaptability in navigating policy, regulatory and geopolitical headwinds.</li> <li>● Insufficient sector-wide data, impeding informed decision-making and evidence-based planning.</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>● Increased global demand for South African defence and dual-use technologies, especially in Europe post-Ukraine/Russia conflict.</li> <li>● An increasingly volatile geopolitical landscape (US-SA tensions, Israel-Palestine, DRC-Rwanda) affecting trade and partnerships.</li> <li>● Strong foundation in advanced defence and aerospace technologies, including cyber, AI, and UAV systems.</li> <li>● Financial stress on member companies is weakening the Council's revenue model (i.e., reduced membership fees).</li> <li>● Growing global focus on 4IR/5IR, cyber security, space defence and unmanned systems – sectors where SA has demonstrable capabilities.</li> <li>● Proliferation of non-African defence suppliers on the continent, crowding out local and regional offerings.</li> <li>● Demand for indigenised, cost-effective African defence solutions is rising on the continent.</li> <li>● Weak and ambiguous foreign policy positioning on key global issues may alienate potential clients (e.g. Israel, Ukraine, Taiwan).</li> <li>● Opportunity to align with GNU's focus on economic recovery and industrial growth, positioning defence as a contributor to GDP and jobs.</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>● An increasingly volatile geopolitical landscape (US-SA tensions, Israel-Palestine, DRC-Rwanda) affecting trade and partnerships.</li> <li>● Strong foundation in advanced defence and aerospace technologies, including cyber, AI, and UAV systems.</li> <li>● Financial stress on member companies is weakening the Council's revenue model (i.e., reduced membership fees).</li> <li>● Growing global focus on 4IR/5IR, cyber security, space defence and unmanned systems – sectors where SA has demonstrable capabilities.</li> <li>● Proliferation of non-African defence suppliers on the continent, crowding out local and regional offerings.</li> <li>● Demand for indigenised, cost-effective African defence solutions is rising on the continent.</li> <li>● Weak and ambiguous foreign policy positioning on key global issues may alienate potential clients (e.g. Israel, Ukraine, Taiwan).</li> <li>● Opportunity to align with GNU's focus on economic recovery and industrial growth, positioning defence as a contributor to GDP and jobs.</li> <li>● Lack of strategic coordination across ministries delays approvals, undermines credibility and export-readiness.</li> </ul>



### 1.3 Five year's Export Performance of the Sector

Over the past five years, the South African Defence Sector has continued to demonstrate a notable upward trajectory in its export performance, driven by increasing global demand for armaments amidst heightened geopolitical tensions. Catalysed initially by the Russian invasion of Ukraine and sustained by broader instability across regions—including the Israel-Palestine conflict, unrest in the Great Lakes region, and shifting alliances within BRICS and the Global South—the sector has benefited from a significant rise in international interest and procurement.

According to data from the National Conventional Arms Control Committee (NCACC), defence exports rose from **R3.3 billion in 2021** to **R4.6 billion in 2022**. In 2023, the momentum continued, with the **first three quarters already reaching R4.9 billion**, and preliminary figures for the full year suggest that exports have now **exceeded R6 billion**. This marks one of the highest export years on record for the South African Defence Industry (SADI), despite persistent regulatory and logistical hurdles.

- **SAAMDEC and AMD's active promotion of South African defence products** in non-traditional markets such as Latin America, Central Asia, South East Asia, and parts of the Middle East and North Africa (MENA).
- **South Africa's growing reputation for innovative, cost-effective, and reliable defence systems**, which remain competitive despite limited government financial support.
- A **principled, non-aligned foreign policy stance** that has positioned South Africa as a neutral supplier in a world increasingly divided by polarised power blocs.
- Increasing **interest from African states** seeking indigenous solutions and regional defence cooperation

amid growing scepticism towards non-African actors.

However, despite these achievements, the sector continues to grapple with **regulatory inefficiencies and systemic constraints** that impede its full potential. Chief among these are:

- **Persistent delays in NCACC export permit approvals**, some of which extend beyond acceptable commercial timeframes, jeopardising contracts.
- **Uncertainty caused by internal inconsistencies within the arms control regime**, particularly in how sensitive or dual-use technologies are handled.
- **Incomplete digitalisation of application processes**, resulting in manual bottlenecks, document loss and administrative errors that frustrate both industry and foreign clients.
- The **lack of coordinated support across government**, with departments not always aligned on trade policy, industrial development, and geopolitical messaging.

Moreover, recent US–South Africa tensions, particularly around perceived alignment with Russia and the country's stance on the Gaza conflict, have placed additional pressure on global partnerships and foreign direct investment prospects. These geopolitical undercurrents underscore the importance of a coherent, agile and diplomatically astute strategy to protect and grow South Africa's defence export base.

Looking ahead, streamlining regulatory frameworks, increasing capacity within export control bodies, and enhancing interdepartmental coordination will be critical to sustaining this growth. Equally important will be preserving South Africa's non-aligned position in global conflicts, ensuring it remains a trusted partner in a fragmented and competitive defence trade environment.

### 1.4 (Trade Figures, Key Export Markets, Market Access barriers, Performance by Sub-Sector and contribution to the outcomes of National Development Plan (NDP) - Medium Term Strategic Framework (MTSF) and Government 7 priorities).

TARGET MARKETS	MOTIVATION	TARGET MARKET GROWTH FIGURES
Sub-Saharan Africa	It is a region on the upward trajectory. The security of borders is foremost on the agenda of African states. This therefore means there is a huge appetite and demand for SADI products especially with the AfCFTA coming into effect.	25%
The Middle East and North Africa	Despite the strong presence of Western influence and money in this region, it still remains a critical region for SADI. With a concerted effort, by all stakeholders, a breakthrough can be achieved.	15%
BRICS Countries - India	The BRICS group of countries, especially India, presents SADI with a unique opportunity due to the close relationship that these countries have. India has embarked on a re-armament process and South African companies can benefit from this opportunity.	15%

ASEAN Countries	These countries are looking to diversify their arsenal in order to counter the perceived, threat and influence of China. They are thus keen to procure equipment that is immune to Chinese tempering and interference.	5%
EU group of countries	To date this market has proven to be a challenge to penetrate. However, the possibility of maintenance contracts and refurbishment contracts does exist. The current currency exchange levels make South Africa a prospective destination for business.	20%
North America - USA	Even though North American countries have highly developed defence industries, they still spend quite a sizeable amount of financial resources procuring from third parties. Of late, we have also been approached by the US Department of Defence with an intention of having stronger and closer ties with the US Armed Forces. This is a golden opportunity that SADI must grab with both hands.	20%

### 1.5 Trade performance in the African market and related strategies

The South African Aerospace Maritime and Defence Export Council (SAAMDEC) has demonstrated a strong trade performance in the African market, leveraging its expertise and strategic partnerships to capitalize on opportunities across the continent:

**Market Penetration:** SAAMDEC has successfully penetrated key African markets, leveraging South Africa's reputation for producing high-quality defence products and services. Through targeted marketing efforts and participation in regional defence exhibitions and events, the Export Council has effectively showcased South African capabilities and forged valuable business relationships with African counterparts.

**Export Growth:** The council's focus on the African market has yielded tangible results in terms of export growth. South African defence exports to African countries have seen a notable uptick in recent years, reflecting increased demand for South African-made defence equipment, technology, and services across the continent.

**Promotion of Partnerships:** SAAMDEC has actively promoted partnerships and collaboration between South African defence companies and their African counterparts. By facilitating networking opportunities and knowledge-sharing initiatives, the Export Council has helped foster mutually beneficial relationships that support the growth and development of the African defence industry through trade missions.

**Support for Capacity Building:** In addition to facilitating trade, SAAMDEC has also played a key role in supporting capacity-building initiatives in African countries. Through knowledge transfer initiatives (DefComs and Trade Missions), the Export Council has contributed to enhancing the capabilities of African defence forces and promoting regional security cooperation.

**Advocacy for Trade Facilitation:** Through the AfCFTA, SAAMDEC has been a vocal advocate for trade facilitation and the removal of barriers to trade within the African market. By engaging with policymakers and industry stakeholders, the Export Council has worked to address regulatory challenges and promote a conducive business environment for defence trade in Africa.

Overall, SAAMDEC's trade performance in the African market underscores its commitment to promoting South African defence exports and supporting the growth and development of the defence industry across the continent. Through strategic initiatives and collaboration with African partners, the Export Council continues to play a key role in advancing regional security cooperation and economic development.

### 1.6 Transformation of the sector

The transformation of the South African defence industry represents a critical aspect of its broader evolution, with concerted efforts aimed at fostering inclusivity and diversity within the sector. Transformation serves as a cardinal pillar and prerequisite for support from the Department of Trade, Industry, and Competition (dtic), reflecting its instrumental role in driving the performance of the South African Defence Industry (SADI). The Export Council, as a key player in the industry, places significant emphasis on promoting and enabling transformation initiatives, working through various channels to ensure that transformation is not only encouraged but actively supported.

One notable aspect of transformation within the defence industry is the emergence of new players, particularly at the level of Small, Medium, and Micro Enterprises (SMMEs). Despite the high barriers to entry inherent in the sector, there has been a steady influx of new companies, many of which are owned by Historically Disadvantaged Individuals (HDIs) and Previously Disadvantaged Individuals (PDIs), including youth and women. This influx of new entrants not only diversifies the industry's landscape but also contributes to broader economic empowerment and job creation.

Additionally, transformation efforts within established industry players, such as Paramount and SAAB Grintek Defence, have led to the formation of new companies dedicated to addressing transformation imperatives. Examples include Paramount South Africa and Global Command and Control Technologies (Pty) Ltd, which underscore the commitment of industry leaders to driving meaningful change and inclusivity within their respective spheres of operation.

Moreover, close collaboration between the Export Council and ARMSCOR, the procurement agency for the State, further amplifies transformation efforts. By leveraging

the procurement might of the State, these collaborative endeavours seek to advance the transformation agenda and ensure that it remains a central focus in industry practices and policies. The active involvement of the AMD Industry Association, particularly through its SMME sub-committee, reinforces ongoing support for transformation initiatives, facilitating collective efforts to achieve the State's transformational objectives within the South African defence industry. Overall, these collaborative initiatives and transformative endeavours represent significant strides in shaping a more inclusive and diverse defence industry landscape in South Africa.

## **2. BACKGROUND TO THE EXPORT COUNCIL / ASSOCIATION**

### **2.1 Milestones of the Export Council**

The 2024/2025 financial year has been a period of growth, resilience, and strategic consolidation for the South African Aerospace, Maritime and Defence Export Council (SAAMDEC). Despite an increasingly complex geopolitical landscape—characterised by shifts such as South Africa's evolving Government of National Unity (GNU), rising tensions between the U.S. and South Africa, the Russia/Ukraine and Israel/Palestine conflicts, and growing instability in Africa—SAAMDEC has continued to serve as a vital enabler of export promotion, industry coordination, and global market access for the South African Defence Industry (SADI).

#### **Strengthened Sector Contribution and Activities**

SAAMDEC recorded a significant increase in activities, including the successful organisation of Defence Committees (DefComs), high-level roundtables, and targeted export support engagements. These platforms promoted dialogue between industry and government, identified export barriers, and strengthened sectoral collaboration. This active footprint has been central in reinforcing South Africa's defence value proposition in a volatile global market.

#### **Enhanced International Representation and Revenue Growth**

SAAMDEC's successful participation in international events—including DSEI (UK), IDEF (Türkiye), and IDEX (UAE)—has positioned South Africa as a credible and competitive defence partner. The doubling of revenue against the initial budget forecast, driven largely by commissions from these exhibitions, illustrates the Council's ability to generate real value for its members while unlocking global opportunities.

#### **National Pavilion Coordination and Export Support**

SAAMDEC continued to play a pivotal role in the coordination

of National Pavilions, particularly those supported by the Department of Trade, Industry and Competition (the dtic). These collective showings provided platforms for SADI to showcase high-end technologies, engage international buyers, and pursue partnership opportunities. These efforts not only elevated South Africa's defence exports but also built international confidence in the country's capabilities.

#### **Policy Influence and Regulatory Engagement**

The completion of the SADI Task Team's work – a joint effort between SAAMDEC, the Department of Defence, the dtic, Armscor and industry – represents a major milestone. The recommendations developed by this team now form the basis for strategic interventions aimed at ensuring the sustainability, competitiveness, and transformation of the defence sector.

Additionally, SAAMDEC's engagement with the National Conventional Arms Control Committee (NCACC)—through the landmark July 2024 workshop—demonstrated the Council's commitment to policy advocacy and regulatory reform. The workshop initiated critical dialogue on amending the NCACC Act, with the goal of streamlining export approvals and removing bureaucratic bottlenecks that impede growth.

#### **Adaptive Leadership in a Changing Geopolitical Context**

SAAMDEC's ability to respond to political and economic uncertainties—such as South Africa's stance on global conflicts, foreign policy friction, and the reconfiguration of national leadership under the GNU—has been essential to sustaining investor and market confidence. Through strategic positioning, SAAMDEC has continuously protected SADI's market access while encouraging diplomacy, neutrality, and non-alignment in its export promotion efforts.

## Looking Ahead

As SAAMDEC moves forward, it remains committed to reinforcing its role as a trusted export partner, a champion of local industry, and a key conduit between South African

capabilities and global defence needs. The milestones of 2024/2025 serve as both foundation and springboard for continued transformation, deeper stakeholder alignment, and long-term sectoral growth.

## 2.2 Composition of the Export Council

Item	Details
No. of Members (companies)	75
Geographical spread (Provincial presence)	Gauteng, KZN, Western Cape and Mpumalanga.
Black owned Companies (% of total) [% of companies that can be classified as 51% black owned]	30-35
Black Empowered Companies (% of total) [% of companies that can be classified as 26-50% black owned]	35-45
Small Medium Micro Enterprises (% of total) [% of companies that can be classified as with turnover of less than R 50 million]	40-45
Women Owned Enterprises (% of total) [% of companies that can be classified as 51% women owned]	8
Youth Owned Enterprises (% of total) [In the age group of 18-35 years old]	0

## 2.3 Internal and External Environmental Analysis of SAAMDEC

SAAMDEC, as a dedicated Export Council, operates within a complex matrix of internal capabilities and external pressures that define its strategic direction, performance potential, and contribution to South Africa's economic diplomacy and industrial policy. Internally, SAAMDEC benefits from a growing institutional credibility and strong alignment with national priorities such as re-industrialisation, localisation, transformation, and global competitiveness. It has demonstrated agility in building partnerships with industry players, government departments, and developmental stakeholders, while also expanding its visibility and influence through strategic platforms and thought leadership engagements.

One of SAAMDEC's internal strengths lies in its ability to mobilise public-private collaboration, particularly through its role in facilitating industry representation, advocating for policy reform, and promoting the interests of SMMEs, women, and youth in defence-related export activities. The Council has also made strides in using digital platforms to promote member visibility and to create accessible information portals for prospective international buyers. However, some weaknesses persist internally, including limited financial and operational resources relative to the Council's growing mandate, a need for expanded internal research and market intelligence capabilities, and the challenge of ensuring deep industry representation across the entire ecosystem—especially in underrepresented and emerging segments.

Externally, the global environment presents both unprecedented opportunities and significant challenges. The resurgence of geopolitical tensions, regional conflicts, and unconventional threats such as cyber warfare and terrorism have reinvigorated global defence budgets and increased demand for high-performance, affordable and adaptable technologies—especially from the Global South. In this context, SAAMDEC is uniquely positioned to facilitate market entry for South African companies, particularly where innovation, localisation, and affordability intersect with regional security needs. Furthermore, the global defence market is increasingly embracing sustainability and the “greening” of military production, which provides an opportunity for SAAMDEC to influence and lead initiatives around green industrialisation, circular defence economies, and eco-conscious manufacturing solutions.

On the African continent, defence industrialisation, intra-African trade under the AfCFTA, and the AU's call for regional security self-reliance offer fertile ground for SAAMDEC to expand export footprints, cultivate new markets, and deepen sectoral integration. Nevertheless, the external landscape is also fraught with risks. Global economic volatility, inflation, and tightening defence budgets in certain regions may limit procurement appetite, while protectionist procurement trends in traditional markets—often favouring local suppliers—can restrict access to key contracts. Additionally, compliance with stringent export controls, international arms trade treaties, and component sourcing restrictions adds complexity to export processes, requiring SAAMDEC to provide members with ongoing regulatory support and advocacy.

In navigating these external dynamics, SAAMDEC must also contend with shifts in public sentiment and civil society scrutiny around the arms trade, necessitating a strong public narrative that balances national security imperatives with ethical, peacebuilding, and humanitarian positioning. Meanwhile, fast-moving technological developments—especially in cyber defence, AI, surveillance, and unmanned systems—demand that local exporters remain responsive, collaborative and forward-looking to remain competitive. SAAMDEC’s role, therefore, becomes not only one of market access facilitator but also of ecosystem enabler—

positioned to support innovation, transformation and inclusive industrial growth.

In conclusion, SAAMDEC’s ability to thrive lies in its capacity to leverage its internal strengths, address internal capacity gaps, and remain agile and responsive to an ever-evolving global environment. Strategic foresight, multi-sector partnerships, and a clear focus on inclusive, sustainable export growth will be key in ensuring that SAAMDEC remains a leading voice and catalyst for South Africa’s defence industrial expansion on the global stage.

## 2.4 Governance of the Export Council

### 2.4.1 List of Board Members

NAME & SURNAME	DESIGNATION	ORGANISATION	DATE JOINED
Mr Cornelius Grundling	Chairperson	DCD Protected Mobility	08-06-2017
Mr Sihle Mayisela	Vice-Chairperson	Hensoldt Optronics	01-08-2019
Mr Peter Lebelo	DOD Representative	the DOD	26-11-2021
Mr Sandile Ndlovu	SAAMDEC CEO	SAAMDEC	01-10-2015
Ms Nozipho Magwaza	DOD Representative	DOD	26-11-2021
Ms Segomotso Tire	Arm Scor Representative	Arm Scor	01-08-2022
Adm (ret) Rusty Higgs	AMD Representative	RDM	15-06-2023
Mr Isaac Motale	AMD Representative	Tesame	01-03-2023
Ms Sureija Adams	Co-opted AMD Representative	Denel Land Systems	01-03-2023
<b>DTIC Representatives</b>			
Ms Phindile Skosana	dtic Representative	<i>the dtic</i>	01-08-2019

### 2.4.2 Dates for Planned Board and AGM Meetings

Planned Boards and AGM Meeting	Date
AMD EXPORT COUNCIL ANNUAL GENERAL MEETING	Q1- 19 June 2025
AMD EXPORT COUNCIL BOARD MEETINGS	Q4 2025: 16 January Q1- 2025: 16 April Q2 2025: 10 July Q3- 2025: 09 October

### 2.4.3 Executive structure

NAME	POSITION
Sandile Ndlovu	CEO

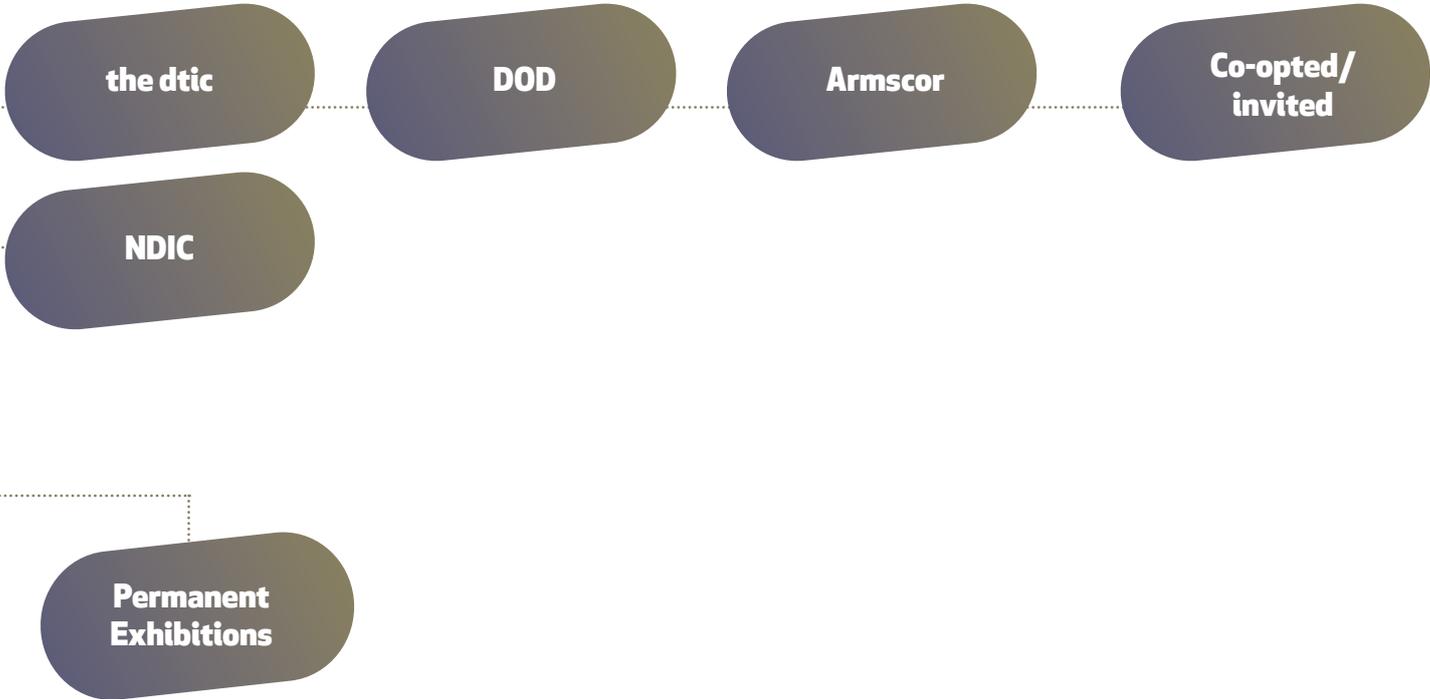
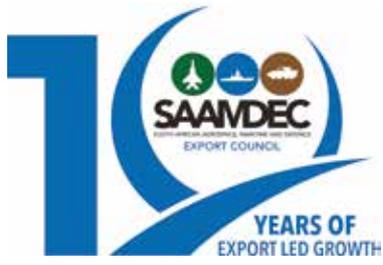
## 2.5 Performance and Sector Environment

In the 2024/25 financial year, SAAMDEC made notable progress in fulfilling its mandate as an Export Council for the South African defence, aerospace, and maritime industries. The Council successfully expanded its stakeholder engagement footprint, strengthened policy advocacy, and increased visibility for local exporters through media platforms, high-level conferences, and international representation. Key projects such as the National Security Townhall and strategic participation in forums like the BRICS Summit and BMA Conference enabled SAAMDEC to elevate the voice of South Africa's defence industry while promoting export-readiness, transformation, and collaboration. The launch of communication platforms and newsletters also enhanced outreach and sector cohesion. However, challenges remain in accessing new export markets, addressing non-tariff barriers, and ensuring inclusive participation of SMMEs, women, and youth in export-driven activities.

The global defence and security sector is currently characterised by increased demand for advanced, cost-effective, and sustainable technologies—driven by regional conflicts, transnational threats, and the need for modernised border control. For South Africa, these dynamics present both opportunities and constraints. On one hand, regional cooperation, AfCFTA implementation, and Africa's push for industrial self-sufficiency position the country as a potential supplier of tailored defence solutions. On the other hand, global competition, tightening regulatory frameworks, and evolving procurement trends—especially favouring green and digital innovations—require local industry players to adapt rapidly. SAAMDEC is well-placed to bridge these gaps by providing strategic support, export development tools, and capacity-building interventions that align with global trends and national transformation objectives.

# GOVERNANCE OF THE EXPORT COUNCIL





## 3. STRATEGIC AND OPERATIONAL RISKS LANDSCAPES

### 3.1 Review of the Strategic Risk landscape

STRATEGIC RISK LANDSCAPE					
	RISK NAME	IMPACT	LIKELIHOOD	RISK LEVEL	MITIGATING ACTION
1	Lack of SAAMDEC sustainability due to inadequate funding by DTIC	High	Unlikely	High	<ul style="list-style-type: none"> <li>• Ensure proper financial and operational management.</li> <li>• Explore new streams of income/revenue.</li> </ul>
2	Inadequate staffing or lack of skills to execute SAAMDEC mandate	Medium	Unlikely	Medium	<ul style="list-style-type: none"> <li>• Integrate AMD and SAAMDEC operational activities, so as to allow AMD personnel to assist with SAAMDEC activities.</li> <li>• Define training requirements for SAAMDEC-related tasks</li> <li>• Cross-skilling of current AMD staff.</li> </ul>
3	Failure to enable exporters to increase their marketing activities and explore new markets.	High	Very likely	High	<ul style="list-style-type: none"> <li>• Develop Market Intelligence Research</li> <li>• Assist members in obtaining EMIA funding.</li> <li>• Assist members by arranging Trade Missions</li> </ul>
4	Inability to execute the SAAMDEC BP (such as International Shows and Exhibitions) due to reduced dtic support.	High	Likely	Very Likely	<ul style="list-style-type: none"> <li>• Reinstate funding for members of the Export Council to represent SA as a National Pavilion at international shows and exhibitions.</li> </ul>

### 3.2. Review of Operational Risk Landscape

OPERATIONAL RISK LANDSCAPE					
	RISK NAME	IMPACT	LIKELIHOOD	RISK LEVEL	MITIGATING ACTION
1.	Financial Resources	Very High	Likely	High	<ul style="list-style-type: none"> <li>• Mobilising internal resources to supplement DTIC income.</li> <li>• Recruit more members.</li> </ul> <p>Review expense or cost model for SAAMDEC</p>



## 4. PRIORITIES FOR 2025/2026 FINANCIAL YEAR

### 4.1 Promotion of Exports and Projected Export Sales

- **Trade Missions:** Making use of both incoming and outgoing trade missions organized and funded by both the dtic and Export Council/Member funded, to promote SADI exports and to exploit and explore new markets for SADI members. The Trade Missions allow participating companies the opportunity to interact and engage with potential clients in a more formal setting.
- **DEFCOMS:** Over and above providing focused and industry -driven briefing notes to the DOD as an when requested, SAAMDEC will – under the auspices of AMD as the Association – actively participate in most of the bilateral / bi-national Defence to Defence engagements between the RSA and like-minded nations at the specific request of the SA DOD. Referred to as Defence Committees, these engagements will allow SAAMDEC to partake in state-level discussions in which the government as the potential buyer of defence and security equipment makes its requirements visible in a fairly secure and confidential environment knowing that though commercial interests are represented, such deliberations occur under the auspices of the SA DOD. Such information is shared as required with likely service providers in the SADI who then respond directly to the clients or via the SA DOD, depending on what arrangements we put in place to protect required levels of confidentiality.
- **Shows and Exhibitions:** In 2025/26 SAAMDEC and SADI plans to participate in the following international exhibitions pending approval of the dtic National Pavilion 2025/26 List:

#### Industry Supported Shows

**IDEF** (22-27 July 2025)

**DSEI** (09-12 September 2025)

- **SADID:** On behalf of the SADI, AMD is the owner and co-publisher of the SADID which is issued on a biennial basis. This authoritative publication

provides insight into the competencies and capabilities of SADI members as well as that of non-members who choose to place their profiles in the publication.

### Promotion of Intra Africa Trade and Implementation of the AfCFTA.

Africa, without a doubt, remains our critical market. SAAMDEC will resuscitate the Africa Focus Group to promote Intra- African Trade. The theme will be “*African Solutions to African Challenges*”. The SADI needs to dominate this market with the AfCFTA having come into effect in January 2021. SAAMDEC will look at penetrating the following countries through outward trade missions in the 2025/26 year:

- Benin
- Ethiopia
- Malawi
- Burkina Faso
- Mozambique
- Pakistan
- Eswatini

From a defence sector perspective, South Africa’s interest in conducting trade missions with the mentioned countries can be justified by several strategic imperatives:

**Strategic Resource Access:** Many of these nations possess strategic natural resources crucial for military and defence industries. Access to minerals, oil, and other resources is vital for maintaining and enhancing South Africa’s defence capabilities. Engaging in trade missions facilitates securing these resources, ensuring energy security, and bolstering defence infrastructure.

**Security Collaboration:** Establishing trade relations with countries like Ethiopia, with significant armed forces, offers opportunities for defence collaboration beyond economic ties. Cooperation in trade can pave the way for partnerships in security, defence technology exchange, and joint military exercises. This collaboration enhances South Africa’s defence capabilities and contributes to regional stability and security.

**Counterinsurgency Efforts:** In regions like Mozambique, where insurgency poses a significant security threat, economic engagement through trade missions can complement defence efforts. By investing in Mozambique's economy, South Africa can support stability efforts, strengthen local security forces, and counter insurgent activities. Trade missions also provide a platform for dialogue on security cooperation and intelligence sharing to combat terrorism and insurgency.

**Strategic Alliances:** Strengthening economic ties with countries across Africa fosters strategic alliances crucial for defence cooperation and regional security. Engaging with nations like Ghana, Ivory Coast, Angola, and Tanzania enhances South Africa's influence within regional defence frameworks such as the Southern African Development Community (SADC) and contributes to collective security initiatives.

**Regional Stability and Influence:** By promoting economic integration and development within Africa, South Africa enhances regional stability, reducing the likelihood of conflicts that may require military intervention. Trade missions contribute to infrastructure development, job creation and poverty reduction, which are essential for long-term stability and fostering goodwill among neighbouring nations.

South Africa's interest in trade missions with Ethiopia, Malawi, Burkina Faso, Mozambique, Pakistan and Eswatini is driven by strategic imperatives related to defence, security, and regional stability. By expanding trade partnerships and engagement with these countries, South Africa not only strengthens its defence capabilities but also contributes to the development and security of the African continent.

#### **4.2 Grow the Export Base and Exporter retention strategies**

In co-operation with **the dtic** through Export Marketing and Investment Assistance (EMIA) & ARMSCOR's Exhibition's division – AMD has always formed an integral part of efforts to grow the SADI's export base by facilitating the SADI's successful participation at international defence exhibitions and provides on-going marketing support

to the industry. These exhibitions provide a platform for the SADI to exhibit and demonstrate its capabilities and encourage exports.

SAAMDEC will actively target and recruit companies that are owned by historically disadvantaged individuals, so as to expose them to the export environment. These companies will be supported and developed, so as to enable them to be competitive on the international market.

#### **4.3 Transformation of the Export Council/ Association**

- As one of the cardinal pillars and pre-requisite for dtic support, transformation is also an instrumental component of SADI performance. As such the Export Council pays particular interest to industry transformation and also works through available channels to ensure that transformation is enabled and supported within the Sector.
- Despite the unique nature of the defence industry, transformation has largely taken place in respect of two areas. Firstly, there have been quite a number of new players, at SMME level, that have joined the Sector. Even though barriers to entry are quite high there has been a steady formation of new companies in the Defence Sector. These companies are largely owned by HDI's and PDI's such as youth and women. Secondly, within the big companies such as Paramount and SAAB Grintek Defence, we have seen a formation of new companies that are aimed at addressing transformation imperatives. Paramount South Africa and Global Command and Control Technologies (Pty) Ltd are a case in point.
- The close collaboration between the Export Council and ARMSCOR – as the procurement agency for the State – will allow us to continue with our efforts of bringing the State's procurement might to bear on the transformation agenda. The AMD Industry Association also plays a continuous role, via the SMME sub-committee, in assisting the Sector to achieve the transformational agenda of the State.

#### 4.4 Performance Plan for 2024/25

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframes	Dependencies	Responsibility
Output 1: Contribution towards R300 billion in investment pledges secured across the state	Companies supported through export initiatives	Contribute to R15bn	Q1: R3.75bn Q2: R3.75bn Q3: R3.75bn Q4: R3.75bn	Facilitate participation of South African defence industry (SADI) in international defence exhibitions through Export Marketing and Investment Assistance (EMIA) & ARMSCOR's Exhibition's division to attract foreign direct investment (FDI) into the defence sector, particularly from strategic partners interested in technology transfer and local manufacturing capabilities	Annual		
Output 2: Contribution towards R40 Billion in additional local output committed or achieved	Companies supported through export initiatives	Contribute to R6bn	Q1: Nil Q2: Nil Q3: Nil Q4: R700bn	Encourage further dtic support by advocating for increased promotion of local products and services in global defence arena.			
Output 3: Contribution towards R800 billion in manufacturing exports	Value of exports in manufacturing sectors	Contribute to R300 bn	Q1: Nil Q2: Nil Q3: Nil Q4: R700bn	Mitigate impact of unstable regulatory environment and evolving foreign policies by advocating for industry-specific support measures and market access initiatives.			

#### 4.4 Performance Plan for 2024/25

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframes	Dependencies	Responsibility
Output 4: Contribution towards R340 billion in manufacturing exports to other African countries	Value of exports in manufacturing sectors to Africa	Contribute to R300 bn	Q1: Nil Q2: Nil Q3: Nil Q4: R300bn	Collaborate with Export Council, ARMSCOR, and AMD Industry Association to facilitate market access and export promotion initiatives targeting African countries, with a focus on empowering local businesses, including those owned by previously disadvantaged individuals (PDIs), to participate in intra-African trade.			
Output 11: Contribution towards R 46 billion in Black Industrialist Output Achieved	Value of exports in manufacturing sectors	Contribute to R8 bn	Q1: Nil Q2: Nil Q3: Nil Q4: R8bn	Implement targeted support programs and capacity-building initiatives for Black Industrialists in manufacturing sectors, focusing on export readiness, market access, and technology transfer to promote economic inclusion and redress historical imbalances			
Output 8: Number of emerging exporters supported, programmes and procurement contracts approved to SMMEs, women and youth-empowered businesses	Value (Rand) of support provided to SMMEs from transformation and competition initiatives	R750m	Q1: R187m Q2: R187m Q3: R187m Q4: R189m	Implement transformation initiatives to empower SMMEs, women, and youth in export-related activities through targeted financial support, mentorship, and capacity-building programs to foster economic inclusion and redress historical inequalities.			

#### 4.4 Performance Plan for 2024/25

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframes	Dependencies	Responsibility
Output 12: Contribution towards 1 million Jobs Supported, or covered by Master Plans	Number of jobs supported	Contribute to 65 000	Q1: Nil Q2: Nil Q3: Nil Q4: 65 000	Collaborate with stakeholders to develop and implement job creation programs aligned with sectoral master plans, with a focus on providing employment opportunities to marginalised groups and promoting economic redress through inclusive growth			
Output 14: 24 000 jobs in Black Industrialist Firms	Number of jobs in Black Industrialist firms supported by <i>the dtic</i> group	Contribute to 6 000	Q1: Nil Q2: Nil Q3: Nil Q4: 6 000	Support and promote job creation in Black Industrialist firms through targeted capacity-building programs, access to finance, and market access initiatives to promote economic empowerment and redress historical disparities in employment.			
Output 28: 10 High impact trade interventions completed	High impact trade interventions including, but not limited to the following: trade disputes, challenges with implementation of trade agreements, ITAC decisions and trade measures, bilateral trade concerns	Contribute to 10	Q1: Nil Q2: 2 Q3: 3 Q4: 5	Address trade disputes, ITAC decisions, and bilateral trade concerns through collaborative efforts with relevant stakeholders, ensuring equitable resolution and promoting fair trade practices.			

#### 4.4 Performance Plan for 2024/25

Output	Output Indicator	Annual Target	Quarterly Target	Activities	Timeframes	Dependencies	Responsibility
Output 32: 1000 case studies of firms, workers, entrepreneurs, professionals or communities' impacted by the dtic measures; including 12 local films/documentaries telling the SA story.	Number of case studies covering the dtic Group / Entities success stories	Contribute to 1000	Q1: 25 Q2: 25 Q3: 25 Q4: 25	Identify and document success stories of firms impacted by export initiatives, focusing on economic transformation, inclusion, and redress, and showcase them through case studies and documentaries to inspire and promote equitable economic growth			

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
<b>AGM</b>	<p>To approve the Annual Report.</p> <p>To approve the Business Plan.</p> <p>To consider recommendations from the Board.</p> <p>To elect new Board members.</p> <p>To approve policies and regulations.</p>	Finalised			1 Annual General Meeting 17 July 2024		
<b>Quarterly Board Meetings</b>	<p>Ensure the growth and sustainability of the Export Council.</p> <p>To oversee the work of the Council.</p> <p>To decide on key issues and make recommendations to the AGM.</p>	Finalised		1 Board Meeting 11 April 2024	1 Board meeting 10 July 2024	1 Board meeting 09 October 2024	1 Board meeting 16 January 2025
Annual Audit	Ensure the growth and sustainability of the Export Council.	Finalised		Annual Audit submission April till mid-May			
SAAMDEC Strategic Planning Session	<p>To develop a common program of action for the Export Council and its members.</p> <p>To identify areas of common interest for SADI exports.</p> <p>To identify new markets and strategies for SADI exports.</p>	On-going pending the finalisation of the implementation of the new strategic objectives			TBC		

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
SAAMDEC 10th birthday celebration	To commemorate 10 years in existence of the AMD Export Council.	Finalised			20 September 2024		
National Pavilions, Shows and Exhibitions	Facilitate export growth Facilitate exposure to international markets and buyers.	Finalised			18-22 September 2024		
African trade delegation visits to SADI.	To explore opportunities of entering the African market To increase visibility and awareness of the SADI To promote South African products and services on the African continent	Finalised		As per DOD calendar and foreign requests 8 companies to participate	As per DOD calendar and foreign requests 8 companies to participate	As per DOD calendar and foreign requests 8 companies to participate	As per DOD calendar and foreign requests 8 companies to participate

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
Targeted Recruitment	Enable the Export Council to diversify and transform the export base.	Finalised		Recruit 1 company per quarter			
SAAMDEC Communication Platforms  • Facebook • Instagram • AMD Website	Promote the SAAMDEC, members and SADI;  Provide an entry point for prospective buyers into the SADI.  Member portal for two-way communication.  Keep Members Informed and remind them of upcoming events, shows etc.	Work in progress evidenced by increased number of followers and increased visibility		Update the website and social networks  On-going			
	Promote SADI members and potential members.	Finalised		1 Annual General Meeting			

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
<b>EXPORT DEVELOPMENT</b>							
Regional Africa Focus Groups Workshops.	Run specific courses and workshops to address issues that are pertinent to each trade region.	Finalised	1 workshop per quarter.  15 Export and Non-Export companies to attend	June 23 (dates to be confirmed)  15 Export and Non-Export companies to attend	(Sep 23 (dates to be confirmed)  15 Export and Non-Export companies to attend	Nov 23 (dates to be confirmed)  15 Export and Non-Export companies to attend	Feb 24 (dates to be confirmed)  15 Export and Non-Export companies to attend
Expanded Security Workshop	To engage all stakeholders in the security and cyber security space, as per the expanded definition of the sector.	Finalised			1 Workshop  15 Export and Non-Export companies to attend		
Provincial and Municipal Growth Agencies	Incentivizing investment in local jurisdictions  Positioning SADI globally as the preferred supplier of Defence and Security products and services  Develop programs to promote and encourage the establishment of small businesses in the Aerospace and Defence Sector	Work in progress: Export council is working in collaboration with Ndabazitha Skills Development agency	Improved support to Gauteng based companies.  Joint support promotion programs for the Sector.  SMME/ transformation specific programs to aide transformation in the Sector.				

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
Governmental Finance Institutions <ul style="list-style-type: none"> <li>• IDC</li> <li>• NEF</li> <li>• SEDA</li> <li>• DTIC Incentive Schemes</li> </ul> Small Business Development Departure	<p>Develop special finance packages for the development of small businesses.</p> <p>Consider SADI as a sector worth supporting and investing in.</p> <p>Work with DIF to meet its objectives.</p> <p>Support Small Businesses through targeted incentives.</p> <p>Incentivised big business to encourage participation by BIG companies</p>	On-going and continuous	Workshops on available funding mechanisms		On-going and continuous.		
Market Intelligence Research  Export Portal  Capability Mapping	<p>To develop a real-time system that will allow for the collation and analysis of information from various sources, both open and restricted.</p> <p>To develop a portal through which the system will be accessed.</p> <p>To identify and map ALL SADI capabilities.</p>	Work in progress and On-going	<p>Make the System available to all members.</p> <p>Continuously monitor and update the information on the system.</p>				

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
<b>PROJECTS</b>							
SADI Repositioning	To embark on an exercise to reposition the Aerospace and Defence sector.	Finalised	A Sector that is properly positioned with ALL the stakeholders agreeing to and accepting the centrality of the Sector.	Develop ToR's. Establish the Task Team	Task Team to finalise its work		
Sector and Member Marketing	Update Member's directory.  Develop specific material for SMME group of companies.  Access dti marketing funding.	Finalised	On-going		Update Members directory		
SAAMDEC media engagement initiative. • Defenceweb • Creative Space Media	Develop articles for publications in various media platforms.	Done	One article per quarter.  An article per Trade Mission/ event.  Articles by members as and when required.	One article per quarter	One article per quarter	One article per quarter	One article per quarter
Ndabezitha Skills Development Partnership	Embark on a project to get more youth, women and people with disabilities involved in the Sector.	On-going: Partnership agreement signed, Projets still to be implemented	Two projects to be implemented in the financial year with at least 250 beneficiaries.	Identify areas of collaboration.	Develop and submit proposal.  Enter into a partnership through an MOU or SLA.	Implement project.  Monitor and Evaluate	Implement, monitor and evaluate.

## 5. ANNUAL ACTIVITY AND PROJECT PLAN FOR 2024/2025

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
UNISA Enterprise Development Partnership	Promote entrepreneurship and economic development. – Provide resources and support for aspiring entrepreneurs. – Foster collaboration between academia, industry, and government to promote innovation and business growth. – Offer training, mentorship, and networking opportunities for startup ventures.	Finalised					
Aerospace Indaba	Facilitate collaboration and networking within the aerospace industry. – Promote innovation and technological advancements in aerospace. - Provide a platform for industry stakeholders to discuss challenges and opportunities. – Foster partnerships and business opportunities within the aerospace sector.	Finalised			July 2024		
Oceans Economy Conference	Bringing together key stakeholders from both the commercial and defence sectors. This two-day event will cover a wide range of topics including transport, logistics and shipping, offshore oil and gas, fisheries, tourism, as well as defence and security at sea. It will also serve as a platform to showcase cutting-edge technologies, innovative solutions, and industry advancements in the oceans economy sector.	Finalised		May 2024			

Activities / Program/ Project/ Initiative	Objectives	Progress	Estimated KPI Target	Quarterly Milestones			
				1st	2nd	3rd	4th
National Safety and Security Townhall	Address pressing issues related to National security and public safety. Raise awareness about current threats and challenges. – Facilitate discussions on policy development and implementation. – Strengthen collaboration between government agencies, law enforcement, and public safety organizations.	Finalised					
Special Focus on AAD	Fully preparing for AMD events at AAD ie Chalet and bookings	Finalised			18- 22 September 2024		



# 6. FINANCIAL PLANNING

## 6.1 Budget

	2025/2026	2026/2027
<b>REVENUE</b>		
Membership Fees:	500,000	
dtic Matching Grant Funding:	1,000,000	
Other sources of income:	150,000	
Interest Income:		
<b>Total Revenue</b>	<b>1,650,000</b>	
<b>OPERATING EXPENSES</b>		
Marketing Materials:	-	
Local Exhibitions:		
Missions:		
Export readiness training:		
Accounting fees:	14,751.72	
Bank charges:	3,816	
Courier and postage:		
Salaries:	1,210,878.89	
Insurance:		
IT expenses:	8,430	
Office expenses:		
Operating lease:		
Secretarial fees:		
Subscriptions:	22,862	
Telephone and internet:	15,264.00	
Travel & Subsistence:	90,000.00	
Website/Internet	8,430.00	
Audit and legal fees, etc.	64,607	
<b>Total Operating Expenses</b>	<b>1,430,609.61</b>	
<b>Operating Surplus/ Loss for 2023/2024 &amp; 2024/2025</b>	<b>219,390.39</b>	
Notes:		

# 6. FINANCIAL PLANNING

## 6.2 Financial sustainability plan

The financial sustainability of the Export Council (SAAMDEC) can be achieved through a combination of strategies leveraging its revenue streams and optimizing operational efficiency:

**1. Diversification of Revenue Streams:** The Export Council can mitigate reliance on a single source of income, such as revenue from international shows and exhibitions, by diversifying its revenue streams. This can include exploring opportunities for sponsorship, partnerships with private enterprises, and fee-based services for members, such as consultancy and training programs.

**2. Maximising Commission from Participation in International Shows:** Given that the Export Council earns commissions from participation in international shows and exhibitions, efforts should be made to maximise returns from these events. This involves strategic planning to ensure effective representation of South African defence products and services, targeted marketing to attract potential buyers, and negotiation of favourable commission rates with event organisers.

**3. Optimising Grant and Subsidy Utilisation:** Grants and subsidies received by the Export Council should be utilised efficiently and effectively to support its core activities and initiatives. This may include investing in capacity-building programs, market research, and promotional campaigns aimed at enhancing the competitiveness of South African defence exports.

**4. Cost Management and Operational Efficiency:** Implementing stringent cost management practices and improving operational efficiency are crucial for long-term financial sustainability. This involves identifying areas of unnecessary expenditure, streamlining administrative processes, and adopting technology solutions to automate repetitive tasks and reduce overheads.

**5. Revenue Reinvestment and Reserve Fund Establishment:** To ensure financial resilience in the face of economic uncertainties and unforeseen challenges, the Export Council should consider establishing a reserve fund. Additionally, a portion of the revenue generated can be reinvested into strategic initiatives aimed at expanding market reach, fostering innovation, and strengthening industry partnerships.

**6. Strategic Partnerships and Collaborations:** Collaborating with industry stakeholders, government agencies, and international partners can provide additional avenues for financial support and resource sharing. By leveraging synergies and pooling resources, the Export Council can amplify its impact and enhance its financial sustainability over the long term.

By adopting a multifaceted approach that prioritises revenue diversification, optimization of existing revenue streams, efficient resource utilisation, and strategic partnerships, the Export Council can position itself for long-term financial sustainability while effectively fulfilling its mandate of promoting South African defence exports on the global stage.

# MEMBERSHIP LIST

## AMD MEMBERS AND REPRESENTATIVES: 2025

NO	NAME OF COMPANY	CONTACT PERSON	CONTACT DETAILS (Email & Tel no)	MEMBERSHIP CONTRIBUTION (RAND)	PROVINCE
1	Afrimeasure	Mr Dean Mogale Director	PO Box 1804 Silverton, 0127 Tel no: 012 804 1148 E-mail: dean@afriemeasure.co.za	R820.39	Gauteng
2	Areta Holdings (Pty) Ltd	Mr Zane Cleophas CEO	Southdowns Ridge Office Park c/o John Vorster Drive and Nellmapius Drive, Irene, Centurion, Pretoria, Southdowns PO Box 45, Celtisridge, 0130 Tel no: 012 003 3240 Email: zane@aretaconsult.co.za	R820.39	Gauteng
3	Armiger	Mr JC van Schalkwyk Director Commercial	PO Box 516, Raslouw Tel no: 012 650 2028 Email: jc.vanschalkwyk@armiger.co.za	R820.39	Gauteng
4	Armormax Defence	Mr Grant Anderson Managing Director	PO Box 88, Lonehill Tel no: (082) 629-8698 Email: grant@armormax.co.za	R869,61	Gauteng
5	Aselsan	Mr Colin Singarum Business Development Executive	Summit Place Office Park, Building 2, 1st floor, 221 Garsfontein Road, Pretoria, 0181 Tel no: 083 388 4050 Email: Colin@aselsan-sa.co.za	R17 019.45	Gauteng
6	Aves Holdings	Valentine Duma Managing Director	3 – 5 Atlas Road, D3 Building, Bonaero Park, 1621 Tel no: 082 216 3980 Email: valentine.avesholdings.com	R820,39	Gauteng
7	Black Eagle Aviation Services cc	Mr Segran Govender Managing Member	PO Box 1382, Lanseria, 1748 Tel no: 0840 247 365 Email: segran@blackeagle-aviation.co.za	R820.39	Gauteng
8	Bohlabela (Pty) Ltd	Ms Nora Fakude-Nkuna Managing Director	P.O. Box 2597, Nelspruit, 1200 Tel: 013-7536000 / 013 7536014 E-mail: nfakude@buscor.co.za/lventer@buscor.co.za	R820.39	Mpumalanga
9	Bustque International	Mr Moya C Nape Founder / President	140 West Street Sandton, 2001 Email: moya@bustqueint.com Tel no: 068 656 5326	R21 740.32	Gauteng
10	CAM Steel	Mr Leonard Peters Director	PostNet Suite 072, Private Bag X17, Strubensvalley Tel no: 083 200 7383 Email: leonard@camsteel.co.za	R820,39	Gauteng
11	Clear Bec Group	Mr Simpiwe Balfour Commercial Director	Suite 403, Private Bag X1, Melrose Arch, 2076 Tel no: 079 955 8066 Email: simpiwe.balfour@gmail.com	R820.39	Gauteng

12	Cobra Aviation (Pty) Ltd	Mr Javed Malik CEO	K1 Hanger, Denel Kempton Park Campus, Atlas Road, 1620 Tel no: 011 395 1473 Email: malik@cobraaviation.co.za	R8 696,12	Gauteng
13	Compliance and Security Advisory Services (Pty) Ltd	Linda Moni Chairman	PO Box 1059, Bramley, 2018 Tel: 011 518 3700 Email: linda@csas.co.za	R820.39	Gauteng
14	Connector and Wire Services (Pty) Ltd	Mr Calvin Brown Director Operations	Unit 31 Great North Industrial Business Park, 20 Van Wyk Road, Benoni, Gauteng 1500 Tell no: 011 918 0011/082 658 4041 Email: Info@cw-services.co.za	R8 696.12	Gauteng
15	Damen Shipyards Cape Town	Mr Jankees Trimpe-Burger Managing Director	PO Box 6075, Roggebaai, 8012 Tel no: 021 447 1714 Email: sefale@montsi.co.za / jankees.trimpe.burger@damen.co.za	R64 428.75	Western Cape
16	DCD Protected Mobility	Mr Cornelius Grundling General Manager	PO Box 895, Isando, 1600 Tel no: 011 281 7300 Email: cornelius@dcd.co.za	R20 509.74	Gauteng
17	Defencetek CSIR	Mr Siphon Mbhokota Executive Manager	P.O. Box 395, Pretoria, 0001 Tel: (012) 841-3139/012 841 3594 E-mail: Smbhokota@csir.co.za	R820.39	Gauteng
18	DENEL	Mr Tshepo Monaheng Group CEO	Tel: 012 671 2858 E-mail: marietjies@denel.co.za	R 71 952.19	Gauteng
19	Denel Integrated System Solutions	Dr Dawie Roos Group Executive			
20	LMT	Mr Piet Kruger General Manager	Tel: 012 803 6184 E-mail: piet.kruger@lmt.co.za		
21	DIRTT Africa (Pty) Ltd	Ms Ndzalama Maluleke Financial Director	17 3rd Street, Maraisburg, 1709 Tel no: 011 472 6649 Email: ndzalama@dirtafrica.com	R820.39	Gauteng
22	Endruw	Mr Khumo Maboane Managing Director	PO Box 1266 Olifantsfontein Tel no: 079 307 4758 Email: khumo@endruw.co.za	R869.61	Gauteng
23	Emzansi Engineering Consultants	Aubrey Mackenzie	P.O. Box 2323, Wingate Park, 0153 Tel no: (012) 345 3383 E-mail: aubrey@emzansi.com	R820.39	Gauteng
24	FIMM Technologies	Ms Idah Mabaso Director	126 Golf Avenue, Clubview Email: info@fimmtech.co.za	R820.39	Gauteng
25	GAC Laser International Logistics Trading as: GAC Laser Specialised Logistics (Pty) Ltd	Mr Nico Troostheide Regional Executive	PO Box 25116, Monument Park, 0105 Tel no: 012 345 5109 Email: nicot@gacclaser.co.za	R8,203.89	Gauteng
26	GEW Technologies (Pty) Ltd  (Now part of Hensoldt GEW)	Mr Gilbert do Nascimento	PO Box 912-561, Silverton, 0127 Tel no: 012 421 6212 Email: gilbert.do-nascimento@hensoldt.net	R56 025.00	Gauteng

27	Global Command and Control Technologies	Mr Ratilal Rowji CEO	PO Box 11766, Centurion.0046 Tel no: 082 450 9049 Email: ratilal.rowji@gc2t.com	R20 509.74	Gauteng
28	GRIMMS Group	Mr Shafiek Hendricks CEO	PO Box 292, Plumstead, 7801 Email: ernest@grimms.co.za	R20 509.74	Cape Town
29	HENSOLDT Optronics (Pty) Ltd	Mr Sihle Mayisela	PO Box 8859, Centurion, 0046 Tel no: 012 674 0012 e-mail: Sihle.Mayisela@hensoldt.netcxc	R58 125.94	Gauteng
30	Hlamalane Projects (Pty) Ltd	Pitso P Mokete Director	PO Box 256, Kelvin, 2024 Tel no: 010 020 1883 Email: pitso@hlamalane.co.za	R820.39	Gauteng
31	Imperial Armour	Ms Louisa Garland-Els Managing Director	PO Box 29231, Westmead, 3624 3 Clark Road, Westmead Tel no: 031 700 2650 E-mail: imperial-armour@mweb.co.za	R820.39	KwaZulu-Natal
32	Incomar	Mr Riaz Saloojee Head of Strategy and Optimization	PO Box 68354 Highveld Park, Technopark 2 Grevillea Str, Highveld Techno Park, Centurion, South Africa Tel no: 012 665 4056 Email: riaz.saloojee@incomargroup.com	R56 025	Gauteng
33	Katlego Global Logistics (Pty) Ltd	Mr Moses Maboi Managing Director	PO Box 7321 Halfway House. 1685 Unit 2, Arcadia Park, Capital Hill Business Park, Le Roux Avenue, Midrand, 1685 Tel no: 011 315 8125 Email: mosesm@katlegoint.co.za	R820.39	Gauteng
34	Lorris Duncker consultancy & Services (Pty) Ltd	Mr Lorris Duncker Director	PO Box 29, Woodlands, 0072 Tel no: 082 902 1127 Email: armscontrol@lduncker.com	R820.39	Gauteng
35	LS SA Radio Communication Services	Mr Hennie Venter Director Military Spectrum Strategies	PO Box 2073, Honeydew, 2040 Email: HVenter@LStelcom.com Tel no: 082 902 6272	R8203.89	Gauteng
36	Milkor (Pty) Ltd	Danielle du Plessis	PO Box 10666, Centurion, 0046 Tel no: 012 333 3134 Email: dduplessis@milkor.com	R2 608,84	Gauteng
37	M-Tek	Rodney Cameron Managing Director	P.O. Box 10239, Hennopsmeer, 0046 Tel : (012) 653 2528 Mobile : 084 209 7349 E-mail : rodney@mtek.co.za	R8 203.89	Gauteng
38	Mzansisat (Pty) Ltd	Victor Stephanopoli Director	21 Petunia Street, Welgedacht, Stellenbosch, 7530 Tel no: 083 655 1715 Email: victor@mzansisat.com	R820.39	Western Cape
39	MN Group (Pty) Ltd	Sicelo Ngubane Managing Director	19 Valley View Road, New Germany, 3610 Email: sicelon@mngroup.co.za	R820.39	Gauteng
40	Natco SA International Transports (Pty) Ltd	Mr Michael Dürig Managing Director	PO Box 25208, East Rand, 1461 Tel no: 011 608 2340 Email: mike@natcosa.co.za	R820.39	Gauteng

41	North Park Group (Pty) Ltd	Jacob Mohlamme Managing Director	PostNet Suite 557, Private Bag X10, Elarduspark, 0047 Tel no: 087 720 1345 Email: jacob@northparktelecoms.com	R820.39	Gauteng
42	Numolux (Pty) Ltd	Hilton Klein Chairperson	PO Box 14897, Lyttelton, 0140 Tel no: 083 463 6914		
43	Optiflex Information Technology	Ms Mogale Operations Manager	Building 20, 5 Bauhinia Street Cambridge Office Park Highveld Technopark Centurion Tel no: 079 697 1523 / (087) 095 1040 Email: info@optiflex.co.za	R8 696.12	
44	Optronics Africa cc	Mr Francois G. Collin Business Development and Logistics Manager	PO Box 5, Innovation Hub, 0087 Tel no: 082 454 8733 Email: Optronics@mweb.co.za	R820.39	Gauteng
45	Orion Consulting cc	James Kerr Member	718 Woody Street, Wingate Park Tel no:083 284 5916 Email: orion@iafrica.com		
46	OTT Solutions	Mr André Olivier Managing Director	PO Box 11296, Hatfield, 0028 Tel no: 012 802 8700 Email: andreo@ottolutions.co.za	R2 461.17	Gauteng
47	OTT Technologies (Pty) Ltd	Mr Stefan Booyesen Director	PO Box 11296, Hatfield, 0028 Plot 113, Mooiplaats, Pretoria Tel no: 012 802 8700 Email: chrisg@ott.co.za	R54 000.00	Gauteng
48	Paramount Group	Alison Crooks CEO	998 16th Road, Halfway House, 1685 Tel no 011 086 6800 E-mail: alison.crooks@paramountgroup.com Contact point: Brian Greyling Email: brian.greyling@paramountgroup.com	R85 816,10	Gauteng
49	Pearl Coral 1173 t/a TFASA	Mr Jean Jacques Rossouw Chief Executive Officer	PO Box 890, Oudtshoorn, 6620 Tel no: 044 272 2825 Email: admin@tfasa.com / jean@tfasa.com	R820.39	Western Cape
50	Pula Nala Petroleum	Ms Kwanele Ndlovu Director	Office 204, R2 Building, Denel Campus, 3 Atlas Road, Kempton Park Tel no: 082 587 7387 Email: kwanele@pulanalaPetroleum.co.za	R820.39	Gauteng
51	Redeployment Camp Systems (RCS)	Ms Karen Coetzer	Denel Office Park Nellmapius Drive, Irene, Centurion PO Box 9359, Centurion, 0046 Tel no: (012) 671 1010 Fax no: (012) 671 1023 E-mail: dunelle@rcssa.com / karen@rcssa.com	R2 461.00	Gauteng
52	REUTECH Limited	Mr Kuben Thaver	PO Box 35, Halfway House, 1685 Tel no: (011) 652 5555 E-mail: daleens@reutech.co.za	R60 305.66	Gauteng

53	RGC Engineering Sales	Mr A.A. Grech Cumbo CEO	P.O. Box 39171, Bramley, 2018 Tel: (011) 887 0800 E-mail: info@rgcengineering.co.za/ aurelio.grechcumbo@rgcengineering.co.za	R820.39	Gauteng
54	Rheinmetall Denel Munition (Pty) Ltd	Adm (ret) R.W. Higgs Representative	PO Box 187, Somerset West, 7129 Reeb Road, Firgrove, 7130 Tel no: 021 850 2004 E-mail: rwhiggssa@gmail.com	R64 913.39	Western Cape
55	Richard Harper Logistics (Pty) Ltd	Richard Harper Managing Director	PO Box 59191, Kengray, 2194 Tel no: 082 900 1653 Email: Richard@harperlogistics.co.za	R820.39	Gauteng
56	Rippel Effect Systems (Pty) Ltd	Mr Fritz Visser CEO	PO Box 12434, Hatfield, 0028 Tel no: 012 803 4346 Fax no: 012 803 5548 Email: fritz@rippeleffect.co.za	R2 461.17	Gauteng
57	SAAB Grintek Defence (Pty) Ltd	Mr Jay Isaac President & Managing Director (Acting)	PO Box 8792, Centurion, 0046 Tel: 012 492 2968 Email: jay.isaac@za.saabgroup.com Secretary – Salome Warriker Salome.warriker@za.saabgroup.com	R58 125.00	Gauteng
58	SAP Africa Region	Mr Gabor Petroczi-Farkas	Tel no: 011 235 6000 Email: g.petroczi-farkas@sap.com	R820.39	Gauteng
59	Sandock Austral Shipyard	Akash Singh Head of Supply Chain Management	PO Box 17253, Congelia, 4013 Tel no: 031 274 1800 Email: akashs@sas.co.za	R59 386, 50	KwaZulu-Natal
60	Sandock Austral Defence	Dr Mthobisi Zondi CEO	Sandock Austral Shipyard (Defence) LogiDist Group Holdings) Tel no: 072 919 8740 Email: zondi@outlook.com/zondi@sadefco.co.za	R21 740	KwaZulu-Natal
61	Simteq Engineering (Pty) Ltd	Zak Fourie Senior Engineer	Suite 505, Private Bag X025, Lynnwoodridge, 0040 Tel: (012) 004 1362 Email: zak@simteq.co.za	R820.39	Gauteng
62	Snode Technologies (Pty) Ltd	Mr Nithen Naidoo CEO	124 Akkerboom Street, Building 12, Centurion Gate Office Park, Centurion Tel no: 012 880 0989 Email: nithen@snode.com	R820.39	Gauteng
63	Special Vehicle Innovation (SVI)	Mr Jaco de Kock Director	PostNet Suite 290, Private Bag X8, Elardus Park, 0047 Tel no: 012 999 3082 Email: jdk@svi.co.za	R8 203.89	Gauteng
64	Stealth Tactical Arms	Mr T. A. Rahiman Managing Director	Shop 40, Hillfox Value Centre, C/OAbert and Hendrik Potgieter Streets, Weltevreden Park, 1724 Tel no: 082 940 0434/ 087 537 9111 Email: mrt@staonline.co.za	R820.39	Gauteng
65	Swatek Electrical (Pty) Ltd	Dr Khulile Mtsetfwa CEO	PO Box 17249, Lyttelton, 0140 Tel no: 012 644 1085 Email: khulilem@swatek.co.za / lvds@swatek.co.za	R2 461.17	Gauteng

66	TAU Aerospace and Advanced Technologies (Pty) Ltd	Ina Nel: Group Director: Operations and Logistics Monique Mulder: Project Supervisor	Unit 13, Jan Smuts Park, Jones Road, Jet Park Boksburg, 1459 Tel no: 011 397 6260 Email: ina.nel@safomaraviation.co.za	R2 461.17	Gauteng
67	Thales SA Systems (Pty) Ltd	Johan Agenbag	Friesland Drive, Longmeadow Business Estate, Modderfontein Gauteng M: +27 (0) Email: johan.agenbag@thalesgroup.com	R20 509.74	Gauteng
68	Thuthuka Harness Solutions	Mr Julian Sithole Director	97 Tigris Avenue, Eersterust (Denel HQ Campus)\ Tel no: 070 610 6281 Email: julian@tths.co.za	R820.39	Gauteng
69	TMi Consultancy cc	Mr T. Moodley Managing Member	P.O. Box 4369, Rietvalleirand, 0174 Tel: (012) 844 0310 E-mail: tmoodley@tmi-za.com / tmoodley@tmisim.com	R820.39	Gauteng
70	Twiga Services	Brig Gen (ret) Damian de Lange CEO	PostNet suite no 369 Private Bag X8, Elarduspark, 0047 38 Gen van Ryneveld Street, Eulophia Corner, Persequor Technopark, Lynnwood Tel no: 012 345 5109 Email: damian@twiga-africa.com	R20 509, 74	Gauteng
71	Umkhombe Marine (Pty) Ltd	Nombasa Ndhlovu Director and CEO	2063 Vohaire Drive, Dainfern Valley, Fourways, 2191 Tel no: 012 003 3420 Email: nombasa@umkhombemarine.co.za	R20 509.74	Gauteng
72	Unipro Protective Wear (Pty) Ltd	Ms Thozama Ledidi Director	7 Amsterdam Road, Horizon, Roodepoort, 1724 Tel no: 072 299 9607 Email: admin@uniprowear.co.za	R21 740.32	Gauteng
73	Vepac Electronics	Edwin Brown Managing Director	PO Box 1438, Edenvale, 1610 Tel no: 011 454 8053 Email: Edwin@vepac.co.za	R820.39	Gauteng
74	WSP Group Africa (Pty) Ltd	Dr Terence Milne Divisional Managing Director	PO Box 98867, Sloane Park, 2152 Tel no: 011 361 1402 Email: terence.milne@wsp.com	R2 461.17	Gauteng
75	ZD Investment t/a ZD Utilities	Ms Zodwa Dlamini Managing Director	PO Box 39080, Faerie Glen, 0043 Tel no: 012 348 5338 Email: zdutilities@gmail.com	R820.39	Gauteng
76	Zebra Armour	Ms Sonja Morphis Company Secretary	PO Box 675, Gillitts, 3603 Tel no: 031 700 8077 Email: Sonja@morphis.co.za / sales@zebrasun.com	R820.39	KwaZulu-Natal



## SAAMDEC celebrates a decade of excellence

On 20 September 2024, the South African Aerospace Maritime and Defence Export Council (SAAMDEC) marked a significant milestone—its 10th anniversary. The event, held with great prestige, brought together key stakeholders from across the industry, including representatives from the Department of Trade, Industry and Competition (dtic), the Department of Defence and Armscor.

The celebration reflected SAAMDEC's decade-long journey of promoting South Africa's defence and aerospace industries on the global stage. Mr Ndlovu, CEO of SAAMDEC, took the opportunity to express his gratitude to the many partners and stakeholders whose support has been instrumental in SAAMDEC's success. He attributed the council's achievements to the concerted efforts of these key players, emphasising the importance of collaboration between government departments and industry. Alluding to a significant milestone, he remarked "in the beginning, we exported to 15 African Countries and today, 10 years later, we are exporting to about 35 African countries."

Mr. Isaac Motale, former Chairperson of SAAMDEC, served as the Programme Director for the evening. In his remarks, he provided a brief but poignant history of SAAMDEC's formation, recounting the dedication and hard work that went

into establishing the Export Council. Mr Motale credited much of these efforts to the leadership of the then AMD Chairperson, Mr Dean Mogale, and the former Executive Director of the Association, Mr Simphiwe Hamilton. He spoke fondly of their vision and commitment, which laid the foundation for the council's current success.

The current Chairperson of SAAMDEC, Mr Cornelius Grundling, also addressed the audience, commending Mr Ndlovu for his diligent leadership and his role in steering the Export Council to greater heights. His words of praise sparked a round of applause from the stakeholders in attendance, recognising Mr Ndlovu's strategic direction and hands-on approach in running the council.

Mr Motale concluded by extending his heartfelt thanks to the Aerospace, Maritime and Defence Industries Association (AMD), which provides crucial support to SAAMDEC's operations, as well as to the various stakeholders who continue to play an active role in SAAMDEC's success.

As SAAMDEC celebrates its first decade, the event was a reminder of the power of collaboration and the bright future that lies ahead for South Africa's defence and aerospace industries on the global stage.





# AAD 2024 at a Glance: A Showcase of South Africa's Defence and Aerospace Capabilities

The Africa Aerospace and Defence (AAD) Expo 2024 has once again proven to be one of the most significant events on the global defence and aerospace calendar. Held at the Waterkloof Air Force Base in Pretoria from 18-22 September, AAD 2024 brought together key players from across the globe to showcase the latest innovations, technologies and products that are driving the future of the defence industry. For South Africa, the event is more than just an exhibition; it is a powerful platform that highlights the country's growing capabilities in aerospace, maritime and defence sectors.

AAD 2024 stands as a symbol of collaboration, technological advancement and national pride. With exhibitors from around the world, the event provides a unique opportunity for South African companies to engage with international partners, foster collaborations and promote their world-class products

to new markets.

A defining feature of AAD 2024 was the presence of the National Pavilion, supported by the Department of Trade, Industry and Competition (dtic). The Pavilion showcased a variety of South African businesses, particularly emerging companies, demonstrating the DTIC's critical role in advancing the defence sector by providing support and encouraging participation in international trade. Companies like Aditive Solutions, Areta Consultants, Defcon Protec and Desert Wolf Consulting exhibited their cutting-edge capabilities in advanced manufacturing, security systems, and other fields. In addition, Nylo Comp Distributors, PJ Aviation, Sovereignty Systems and Unipro Protective Wear highlighted their contributions to protective gear, aviation technology and cybersecurity.

## Exhibiting Members of AMD

A highlight of AAD 2024 was the strong presence of AMD members, whose innovative products and services highlight the Association's vital role in shaping South Africa's defence industry. The exhibitors represented a wide spectrum of capabilities across aerospace, maritime and land-based defence technologies.

AMD members that exhibited at AAD 2024 include: Armscor, Aselsan, Cobra Aviation, Armiger, DCD Protected Mobility, Damen Shipyards, CSIR, Denel, Dirtt Africa, Incomar Aeronautics, Camsteel, Global Command & Control Technologies, Hensoldt, LS Telcom, Milkor, Thales, Reutech, OTT Technologies, Paramount, Redeployable Camp Systems, SAAB Grintek Defence, Rheinmetall Denel Munition, Sandock Austral, Twiga Services and Logistics.

AAD 2024 represents a crucial platform for South African

companies to display their world-class capabilities to an international audience. The presence of AMD members and companies supported by the DTIC underscores the importance of government and industry collaboration in driving the country's defence sector forward. By participating in AAD, South African businesses not only strengthen ties with international partners but also promote innovation, ensuring that the country remains competitive in the global defence market.

This year's event has been a resounding success, highlighting the excellence of South Africa's defence industry and the importance of continued support from both the public and private sectors. Through events like AAD 2024, South Africa continues to position itself as a key player in the global defence landscape, showcasing the best the country has to offer in defence technology, innovation and expertise.





# INCOME STATEMENT

## SALES

Annual Membership fees  
SPONSORSHIPS  
Conferences /Functions  
AAD  
SADID  
EC Income

	YEAR TO DATE		
	ACTUAL	BUDGET	VARIANCE
Annual Membership fees	513,790.65	500,000.00	-13,790.65
SPONSORSHIPS	-	-	-
Conferences /Functions	-	150,000.00	150,000.00
AAD	-	52,840.00	52,840.00
SADID	-	-	-
EC Income	1,500,000.00	1,000,000.00	-500,000.00
	<b>2,013,790.65</b>	<b>1,702,840.00</b>	<b>-310,950.65</b>

## OTHER INCOME

Interest Received  
Pft/Loss on Sale of Non Current Assets  
Sundry Income  
Other Income

Interest Received	-	-	-
Pft/Loss on Sale of Non Current Assets	-	-	-
Sundry Income	103,426.58	-	-103,426.58
Other Income	-	-	-
	<b>103,426.58</b>	<b>-</b>	<b>-849,165.12</b>

## Gross Income

	<b>2,117,217.23</b>	<b>1,702,840.00</b>	<b>-414,377.23</b>
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## EXPENSES

Accounting Fees and other fees  
Advertising and promotions  
Legal fees  
Bank Charges  
Computer repairs and maintenance  
Consulting Fees  
Printing Stationery & Postage  
Depreciation- Office equipment  
Depreciation- Computer equipment  
Office Rental  
Security  
Office refreshments  
Projects  
Researcher  
Subscription & Publications  
Conferences and Workshops  
Salaries  
SnT  
Audit fees  
Cellphone Acc- Nashua  
Land line  
Internet Dial up & Website  
Administration and Management fees  
Travel & Accommodation

Accounting Fees and other fees	12,673.92	11,862.72	-811.20
Advertising and promotions	16,623.65	-	-16,623.65
Legal fees	-	-	-
Bank Charges	3,542.63	3,816.00	273.37
Computer repairs and maintenance	-	8,870.00	8,870.00
Consulting Fees	-	-	-
Printing Stationery & Postage	-	6,360.00	6,360.00
Depreciation- Office equipment	-	-	-
Depreciation- Computer equipment	7,737.00	-	-7,737.00
Office Rental	-	-	-
Security	-	7,632.00	7,632.00
Office refreshments	-	-	-
Projects	-	-	-
Researcher	-	-	-
Subscription & Publications	-	-	-
Conferences and Workshops	-	-	-
Salaries	1,396,740.84	1,422,279.43	25,538.59
SnT	-	-	-
Audit fees	-	11,875.00	11,875.00
Cellphone Acc- Nashua	14,400.00	15,264.00	864.00
Land line	-	-	-
Internet Dial up & Website	6,593.83	8,430.00	1,836.17
Administration and Management fees	127,672.16	-	-
Travel & Accommodation	-	90,000.00	90,000.00
	1,585,984.03	1,586,389.15	405.12

## NET PROFIT / (LOSS)

	<b>531,233.20</b>	<b>116,450.85</b>	<b>-414,782.35</b>
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# BALANCE SHEET

## 1. ACCOUNTING POLICY

Depreciation is written off on the straight-line basis at a rate of 16.67% for Furniture and 33.333% for Computers per annum.

## 2. FIXED ASSETS

	DEPRECIATION			Book Value
	Current Assets	Current Month	Accumulated	
Office Furniture	3,790.00	-	3,790.00	-
Computers	39,000.39	644.75	28,684.39	10,316.00
<b>Total</b>	<b>42,790.39</b>	<b>644.75</b>	<b>32,474.39</b>	<b>10,316.00</b>

## 3. SURPLUS/ (DEFICIT) - YEAR TO DATE

The balance sheet reflects a profit of R964,487.64 as at 31 March 2025

## 4. DEBTORS

The are no outstanding debtors.

## 5. BANK

The bank balances as at 31 March 2025 were:

	R
Call Account	-
Current Account	964,487.64
<b>Total</b>	<b>964,487.64</b>

## 6. PROVISION FOR LEAVE PAY

Leave Accrual 2025

	Mar-25	Mar-25
	Opening Balance	Accumulated Leave 2024
	50,096.89	416.79
		Closing Balance
		50,513.68

	Apr-25	May-25	June-25	July-25	Aug-25	Sept-25	Oct-25	Nov-25
Opening Bank Balance	964,487.64	866,659.80	767,771.96	669,944.12	691,056.28	640,202.56	1,011,314.72	913,486.88
Membership fees					250,000.00			125,000.00
DTI Matching grant	-					500,000.00		-
Conferences				150,000.00				
Commissions								
<b>Total Income</b>	<b>964,487.64</b>	<b>866,659.80</b>	<b>767,771.96</b>	<b>819,944.12</b>	<b>941,056.28</b>	<b>1,140,202.56</b>	<b>1,011,314.72</b>	<b>1,038,486.88</b>
<b>Total Expenses</b>	<b>97,827.84</b>	<b>98,887.84</b>	<b>97,827.84</b>	<b>128,887.84</b>	<b>300,853.72</b>	<b>128,887.84</b>	<b>97,827.84</b>	<b>128,887.84</b>
Accounting Fees and other fees	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31
Advertising and promotions	-							
Legal fees	-							
Bank Charges	318.00	318.00	318.00	318.00	318.00	318.00	318.00	318.00
Computer repairs and maintenance	-							
Consulting Fees	-							
Printing Stationery & Postage	-	1060.00		1060.00		1060.00	0	1060.00
Depreciation- Office equipment	-							
Depreciation- Computer equipment	-							
Security/Overheads	636.00	636.00	636.00	636.00	636.00	636.00	636.00	636.00
Salaries	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53
SnT AMD Staff	-							
Audit fees	-							
Cellphone Acc	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00
Internet Dial up & Website	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
Travel & Accommodation								
AMD Debt					203,025.88			
Closing Bank Balance	<b>866,659.80</b>	<b>767,771.96</b>	<b>669,944.12</b>	<b>691,056.28</b>	<b>640,202.56</b>	<b>1,011,314.72</b>	<b>913,486.88</b>	<b>909,599.04</b>

<b>Dec-25</b>	<b>Jan-26</b>	<b>Feb-26</b>	<b>Mar-26</b>	<b>Apr-26</b>	<b>May-26</b>	<b>June-26</b>	<b>July-26</b>	<b>Aug-26</b>	<b>Sep-26</b>
909,599.04	968,626.67	869,738.83	895,850.99	1,048,023.15	950,195.31	851,307.47	753,479.63	774,591.79	925,703.95
		125,000.00					0	250,000.00	-
250,000.00	-		250,000.00				-	-	500,000.00
							150,000.00		
<b>1,159,599.04</b>	<b>968,626.67</b>	<b>994,738.83</b>	<b>1,145,850.99</b>	<b>1,048,023.15</b>	<b>950,195.31</b>	<b>851,307.47</b>	<b>903,479.63</b>	<b>1,024,591.79</b>	<b>1,425,703.95</b>
<b>190,972.37</b>	<b>98,887.84</b>	<b>98,887.84</b>	<b>97,827.84</b>	<b>97,827.84</b>	<b>98,887.84</b>	<b>97,827.84</b>	<b>128,887.84</b>	<b>98,887.84</b>	<b>128,887.84</b>
1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31
	-	-		-					
	-	-		-					
318.00	318.00	318.00	318.00	318.00	318.00	318.00	318.00	318.00	318.00
	-	-		-					
	-	-		-					
0	1060,00	1060,00		-	1060,00		1060,00	1060,00	1060,00
				-					
	-	-		-					
636.00	636.00	636.00	636.00	636.00	636.00	636.00	636.00	636.00	636.00
93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53	93,144.53
	-	-		-					
	-	-		-					
1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00	1,300.00
1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00	1,200.00
	-	-		-					
	-	-		-					
<b>968,626.67</b>	<b>869,738.83</b>	<b>895,850.99</b>	<b>1,048,023.15</b>	<b>950,195.31</b>	<b>851,307.47</b>	<b>753,479.63</b>	<b>774,591.79</b>	<b>925,703.95</b>	<b>1,296,816.11</b>

# BALANCE SHEET

SOUTH AFRICAN AEROSPACE MARITIME AND DEFENCE EXPORT COUNCIL  
PRELIMINARY BALANCE SHEET AS AT 31 MARCH 2024

	28-Feb-25	31-Mar-25		29-Feb-24	31-Mar-23
<b>EQUITY AND LIABILITIES</b>					
Retained Income	(500,088.14)	(500,088.14)		( 407,422.54)	88,110.70
Surplus/(Deficit)	523,913.24	531,233.20	3	92,665.60	(495,533.24)
	<b>23,825.10</b>	<b>31,145.06</b>		<b>(500,088.14)</b>	<b>(407,422.54)</b>
<b>LIABILITIES</b>					
	<b>837,220.09</b>	<b>965,309.04</b>		<b>940,473.69</b>	<b>968,187.24</b>
<b>CURRENT LIABILITIES</b>					
Provision For Bad Debts				-	-
Sundry Suppliers	787,123.20	914,795.36		787,123.20	772,143.74
Sars Control Account(Paye,Uif Sdl)	-	-		-	-
Provision For Future Expenses	-	-		60,950.00	53,313.90
Provision For Leave Pay	50,096.89	50,513.68	6	92,400.49	142,729.60
Other Financial Liabilities					-
Debtors With Credit Balance					-
Membership Received In Advance					-
Vat/Tax Account	-	-		-	-
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>861,045.19</b>	<b>996,454.10</b>		<b>440,385.55</b>	<b>560,764.70</b>
<b>ASSETS</b>					
<b>FIXED ASSETS</b>					
Computer equipment-net value	10,960.75	10,316.00		18,053.00	-
Office equipment - net value	10,960.75	10,316.00	1&2	18,053.00	-
<b>CURRENT ASSETS</b>					
Debtors	850,084.44	986,138.10		422,332.55	560,764.70
Other Receivables	-	-	4	-	-
Bank: Current Account	848,470.11	964,487.64	5	407,249.35	554,413.26
Petty Cash					-
Loans Receivable					-
Vat-Control Account	1,614.33	21,650.46		15,083.20	6,351.44
Provision For Leave Pay					-
<b>TOTAL ASSETS</b>	<b>861,045.19</b>	<b>996,454.10</b>		<b>440,385.55</b>	<b>560,764.70</b>

# Twiga Services & Logistics

**Twiga, a South African military company, specializes in designing and manufacturing military vehicles and rugged patrol boats. With years of experience in the defence sector, Twiga is known for providing reliable, high-quality products to armed forces worldwide.**



**Nkwe 4x4 Armoured Vehicle**

Twiga's latest innovation, the Nkwe 4x4 armoured vehicle, is a modern mine and ambush-protected vehicle (MRAP) designed for reliability and ease of maintenance. The Nkwe Infantry Fighting Vehicle variant, featuring a turret, is ideal for motorized infantry, counterinsurgency, special forces, and urban operations.



**920 Gun Boat**

Additionally, Twiga introduced the 920 Military Gun Boat, a versatile vessel designed for naval and riverine operations. Equipped with three 12.7mm cannons and powered by two 300HP V6 petrol outboard motors, the boat reaches speeds of 40 knots and carries a 2000kg payload.





# ***AMD ANNUAL REPORT***

## ***Annual Financial Statements***





# CASH FLOW

	Mar-25	Apr-25	May-25	Jun-25	Jul-25	Aug-25	Sep-25	Oct-25
Opening Bank Balance	7,089,031.61	13,274,828.51	12,407,186.44	11,986,801.89	11,543,665.34	11,031,446.29	10,524,240.74	10,124,447.19
EC	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66
Debtors Receivable	394,671.00	<b>10,377.00</b>	<b>528,161.00</b>	<b>103,309.00</b>	<b>180,022.00</b>	322,840.00	<b>222,652.00</b>	<b>89,456.00</b>
AAD	<b>6400000</b>		-					
Conferences and Exhibition Income								
<b>Total Income</b>	<b>13,896,762.27</b>	<b>13,298,265.17</b>	<b>12,948,407.10</b>	<b>12,103,170.55</b>	<b>11,736,747.00</b>	<b>11,367,345.95</b>	<b>10,759,952.40</b>	<b>10,226,962.85</b>
<b>Less Expenses</b>	<b>621,933.76</b>	<b>891,078.73</b>	<b>961,605.21</b>	<b>559,505.21</b>	<b>705,300.71</b>	<b>843,105.21</b>	<b>635,505.21</b>	<b>481,905.21</b>
Accounting fees	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31
Advertising and promotions	45,000.00	18,600.00	48,600.00	65,000.00	38,600.00	18,600.00	70,000.00	18,600.00
Legal fees								
Bank Charges	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
Computer repairs and maintenance	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
Printing Stationery & Postage	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Office Rental	-	414,744.97	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45
Security	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Equipment Rental	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
Office Equipment Insurance	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00
Storage fees	7,500.00	7,500.00	7,500.00	-	-	-	-	-
Sundries/General Office Maintenance	6,000.00	6,000.00	6,000.00	29,000.00	5,000.00	5,000.00	5,000.00	5,000.00
Subscriptions & Publications	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
Directors Liability Insurance								
Conference and Workshop	-	-	-	-	-	-	-	-
Salaries	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70
Committee Operational Expenses			200,000.00					
Chairperson's Remuneration			70,000.00			70,000.00		
Provisional Allocation: Chairperson	35,000.00			35,000.00			35,000.00	
Travel Allowance - Chairperson			69,000.00			69,000.00		
Ad-hoc Expenses - Chairperson		27,800.00			27,800.00			27,800.00
SNT	-	20,000.00	-	20,000.00	20,000.00	20,000.00	-	20,000.00
Training								
COID		18,000.00						
Audit Fees				-	89,595.50		15,000.00	
AAD Expenditure								
Cell Phone Accounts	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00
Landline Accounts	474.75	474.75	474.75	474.75	474.75	474.75	474.75	474.75
Website/internet/IT Support	13,800.00	13,800.00	13,800.00	13,800.00	27,600.00	13,800.00	13,800.00	13,800.00
Travel/Accomodation	150,000.00	-	150,000.00	-	100,000.00	-	100,000.00	-
Sponsorships								
DOD Support								
SADID Expense								
Export Council					-	250,000.00		
Closing Bank Balance	<b>13,274,828.51</b>	<b>12,407,186.44</b>	<b>11,986,801.89</b>	<b>11,543,665.34</b>	<b>11,031,446.29</b>	<b>10,524,240.74</b>	<b>10,124,447.19</b>	<b>9,745,057.64</b>

Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26
9,745,057.64	8,735,468.09	8,723,669.01	8,239,933.46	7,679,997.91	7,172,662.36	6,713,916.81	8,092,591.26	7,673,454.71 R	7,122,595.91
13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66	13059.66
89,456.00	<b>599,291.00</b>	125,110.00	125,110.00	125,110.00	10,100.00	338,720.00	103,309.00	<b>146,310.00</b>	322,000.00
-	0					2,000,000.00			2,000,000.00
<b>9,847,573.30</b>	<b>9,347,818.75</b>	<b>8,861,838.67</b>	<b>8,378,103.12</b>	<b>7,818,167.57</b>	<b>7,195,822.02</b>	<b>9,065,696.47</b>	<b>8,208,959.92</b>	<b>7,832,824.37</b>	<b>9,457,655.57</b>
<b>1,112,105.21</b>	<b>624,149.74</b>	<b>621,905.21</b>	<b>698,105.21</b>	<b>645,505.21</b>	<b>481,905.21</b>	<b>973,105.21</b>	<b>535,505.21</b>	<b>710,228.46</b>	<b>843,105.21</b>
1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31	1,229.31
38,600.00	80,000.00	18,600.00	18,600.00	45,000.00	18,600.00	48,600.00	65,000.00	38,600.00	38,600.00
1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00	1,000.00
2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00	2,500.00
2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45	32,071.45
500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00	2,000.00
7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00	7,240.00
-	-	-	-	-	-	-	-	-	-
29,000.00	5,500.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00	5,000.00
500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00	500.00
-	-	-	-	-	-	-	-	-	-
342,758.70	435,903.23 R	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70	342,758.70
200,000.00						200,000.00			
70,000.00			70,000.00			70,000.00			70,000.00
	35,000.00			35,000.00			35,000.00	-	-
69,000.00			69,000.00			69,000.00			69,000.00
		27,800.00			27,800.00			27,800.00	
20,000.00	-	-	-	-	20,000.00	20,000.00	20,000.00	20,000.00	-
		10,000.00							
	-							94,523.25	-
4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00	4,431.00
474.75	474.75	474.75	474.75	474.75	474.75	474.75	474.75	474.75	474.75
13,800.00	13,800.00	13,800.00	13,800.00	13,800.00	13,800.00	13,800.00	13,800.00	27,600.00	13,800.00
150,000.00	-	150,000.00	-	150,000.00	-	150,000.00	-	100,000.00	-
125,000.00			125,000.00						250,000.00
<b>8,735,468.09</b>	<b>8,723,669.01</b>	<b>8,239,933.46</b>	<b>7,679,997.91</b>	<b>7,172,662.36</b>	<b>6,713,916.81</b>	<b>8,092,591.26</b>	<b>7,673,454.71</b>	<b>7,122,595.91</b>	<b>8,614,550.36</b>

# BALANCE SHEET

## 1. ACCOUNTING POLICY

Depreciation is written off on the straight-line basis at a rate of 16.67% for Furniture and 33.333% for Computers per annum.

## 2. FIXED ASSETS

	Current Assets	DEPRECIATION		Book Value
		Current Month	Accumulated	
Office Furniture	3 00,711.91	-	(300,711.91)	-
Office Equipment	1,563.48	6.03	(60.30)	1,503.18
Computers	3 64,031.16	1,239.69	(341,290.03)	21,501.44
<b>Total</b>	<b>6 66,306.55</b>	<b>1,245.72</b>	<b>(642,062.24)</b>	<b>23,004.62</b>

## 3. SURPLUS/ (DEFICIT) - YEAR TO DATE

The balance sheet reflects a profit R4,527,992.39 on 28 February 2025

## 4. DEBTORS

Outstanding debtors as per attached Debtors Age Analysis amounting The amount of R2,836,286.86 includes 15% Value Added Tax.

## 5. BANK

The bank balances as at 31 December 2024:	
	R
	Current Assets
Call Account	5,159,373.88
Current Account	1,938,657.73
<b>Total</b>	<b>7,098,031.61</b>

6. PROVISION FOR LEAVE PAY	Jan-25		Jan-25
	Opening Balance	Accumulated Leave 2024	Closing Balance
Leave Accrual 2024	1 21,411.70	53,445.87	67,965.83

7 MEMBERSHIP RECEIVED IN ADVANCE	Jan-25		Jan-25
	Opening Balance	Accumulated Leave 2024	Closing Balance
Leave Accrual 2024	3 59,300.33		

8a OTHER RECEIVABLES	R	R	R	R	R	R	R	R	R	R
AMD operational services offered to Export Council Year	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
Balance (Costs of 2014)	1,869,846.28	1,706,981.77	1,275,112.12	1,187,195.85	948,551.90	637,867.44	843,590.75	586,727.02	772,143.74	787,123.19
Costs for the year	1,063,069.92	7 67,411.72	2 38,515.26	2 49,871.31	239,186.85	205,723.31	188,046.43	185,416.72	203,025.88	127,672.16
Payment	(817,289.62)	(414,281.37)		(238,515.26)	(249,871.31)		(239,186.85)		(188,046.43)	-
Payment	(408,644.81)	(500,000.00)		(250,000.00)	(300,000.00)		(205,723.31)			
Debt Reveiwed		(285,000.00)	(326,431.53)							
Balance Fin year end	1,706,981.77	1,275,112.12	1,187,195.85	9 48,551.90	637,867.44	843,590.75	586,727.02	772,143.74	787,123.19	914,795.35

### 8b Prepayment

Audit Fees (2024/25)

R 28,037.00

**\*due to a bank processing error - has been allocated to quarterly external audits.**

Office Insurance

R 9,269.71

**Less:**

**1st Quarter audit**

R 14,720.00 \*

**2nd Quarter audit**

R 13,317.00 \*

**Total**

**924,065.06**

# BALANCE SHEET

SOUTH AFRICAN AEROSPACE MARITIME AND DEFENCE INDUSTRIES ASSOCIATION  
PRELIMINARY BALANCE SHEET AS AT 28 FEBRUARY 2025

			Year end	Year end
	31-Jan-25	28-Feb-25	29-Feb-24	28-Feb-23
<b>EQUITY AND LIABILITIES</b>				
Retained Income	4,997,076.43	4,997,076.43	4,051,754.22	2,747,000.19
Surplus/(Deficit)	3,492,231.74	4,527,992.39	3 9 45,322.21	1,304,754.03
	<b>8,489,308.17</b>	<b>9,525,068.82</b>	<b>4,997,076.43</b>	<b>4,051,754.22</b>
<b>LIABILITIES</b>	<b>864,938.37</b>	<b>1,359,319.33</b>	<b>1,194,761.53</b>	<b>854,150.78</b>
<b>CURRENT LIABILITIES</b>				
Provision For Bad Debts	667,827.77	819,984.44	6 74,664.09	301,166.72
Sundry Suppliers	-	-	-	75,316.80
Provision For Future Expenses	-	-	85,330.00	-
Provision For Leave Pay	121,411.70	67,965.83	6 78,437.27	52,465.72
Income Received in Advance	75,698.90	75,698.90	75,698.90	75,698.90
Membership Received In Advance	-	359,300.33	7 280,631.27	299,710.26
Vat/Tax Account	-	36,369.83	-	4 9,792.38
<b>TOTAL EQUITY AND LIABILITIES</b>	<b>9,354,246.54</b>	<b>10,884,388.15</b>	<b>6,191,837.96</b>	<b>4,905,905.00</b>
<b>ASSETS</b>				
<b>FIXED ASSETS</b>	24,250.34	23,004.62	28,559.42	-
Office Equipment - net value	1,509.21	1,503.18	1&2 -	-
Computer Equipment - net value	-	-	-	-
<b>Deposit held by property and Investment</b>				
<b>CURRENT ASSETS</b>	9,457,668.36	10,861,383.53	6,163,278.54	4,905,905.00
Debtors	799,457.61	2,836,286.86	4 1,651,173.19	1,493,972.25
Other Receivables	924,065.06	924,065.06	8 7 96,392.90	781,413.45
Bank: Call Account	5,137,657.19	5,159,373.88	5 3,353,260.86	1,983,367.47
Bank: Current Account	2,414,454.74	1,938,657.73	5 3 43,827.74	644,151.83
Petty Cash	3,000.00	3,000.00	3,000.00	3,000.00
Provision future expense: Liase	-	-	-	-
Other Receivables- Forensic	-	-	-	-
Vat-Control Account	179,033.76	-	15,623.85	-
Suspension Account	-	-	-	-
<b>TOTAL ASSETS</b>	<b>9,481,918.70</b>	<b>10,884,388.15</b>	<b>6,191,837.96</b>	<b>4,905,905.00</b>

# INCOME STATEMENT

## SALES

Annual Membership fees  
SPONSORSHIPS  
Conferences /Functions  
AAD  
SADID  
EC Income

## OTHER INCOME

Interest Received  
Pft/Loss on Sale of Non Current Assets  
Other Income

## Gross Income

## EXPENSES

Accounting Fees and other fees  
Advertising and promotions  
Legal fees  
Bank Charges  
Computer repairs and maintenance  
Consulting Fees  
Printing Stationery & Postage  
Depreciation- Office equipment  
Depreciation- Computer equipment  
Office Rental  
Security  
Equipment Rental  
Office Insurance  
Director's Insurance  
Entertainment Expenses  
General Expense - Storage  
General Office Expense  
Interest Paid  
Office refreshments, Meeting Exp  
Projects  
Researcher  
Subscription & Publications  
Conferences and Workshops  
Salaries  
SnT AMD Staff  
Dept of Labour  
AAD 2014 Expenditure  
Training  
Audit fees  
Trade gifts  
Cellphone Acc- Nashua  
Land line  
Internet Dial up & Website  
Travel & Accommodation  
SPONSORSHIPS  
DOD Support  
Bad Debts  
SADID  
EC Expenses  
Membership fees payable  
Miscellaneous Expenses

## NET PROFIT / (LOSS)

	YEAR TO DATE		
	ACTUAL	BUDGET	VARIANCE
	3,952,303.65	3,179,161.68	-773,141.97
	84,393.00	-	-84,393.00
	-	-	-
	5,351,254.53	5,351,254.53	-
	-	-	-
	127,672.16	156,715.92	29,043.76
	<b>9,515,623.34</b>	<b>8,687,132.13</b>	<b>-828,491.21</b>
	206,113.02	108,000.00	-98,113.02
	-	-	-
	12,320.57	-	-12,320.57
	<b>218,433.59</b>	<b>108,000.00</b>	<b>-110,433.59</b>
	<b>9,734,056.93</b>	<b>8,795,132.13</b>	<b>-938,924.80</b>
	23,515.57	21,544.55	-1,971.02
	183,222.11	180,000.00	-3,222.11
	2,400.00	20,000.00	17,600.00
	7,069.16	12,000.00	4,930.84
	1,670.00	45,000.00	43,330.00
	-	-	-
	4,359.85	24,000.00	19,640.15
	60.30	-	-60.30
	14,037.98	18,000.00	3,962.02
	-	-	-
	-	6,000.00	6,000.00
	-	24,000.00	24,000.00
	54,480.60	86,880.00	32,399.40
	37,391.30	42,675.60	5,284.30
	-	-	-
	84,021.77	80,700.95	-3,320.82
	50,355.77	51,000.00	644.23
	-	-	-
	-	-	-
	-	-	-
	35,088.62	6,000.00	-29,088.62
	249,191.70	-	-249,191.70
	2,788,418.18	3,341,209.62	552,791.44
	51,478.22	80,000.00	28,521.78
	-	28,000.00	28,000.00
	211,174.44	30,000.00	-181,174.44
	-	60,000.00	60,000.00
	38,308.65	116,500.00	78,191.35
	-	-	-
	51,559.32	50,400.00	-1,159.32
	4,592.79	5,400.00	807.21
	144,587.51	165,476.12	20,888.61
	503,133.37	670,000.00	166,866.63
	-	-	-
	-	-	-
	152,156.67	1,589,580.84	1,437,424.17
	-	-	-
	513,790.66	500,000.00	-13,790.66
	-	-	-
	-	-	-
	<b>5,206,064.54</b>	<b>7,254,367.68</b>	<b>2,048,303.14</b>
	<b>-92,665.60</b>	<b>204.45</b>	<b>92,870.05</b>

