



INTEGRATED ANNUAL REPORT 2025

JOHANNESBURG HOUSING COMPANY



MESSAGE FROM THE KAGISO TRUST

A partnership forged in legacy and a future built on dignity - celebrating 30 years of the Johannesburg Housing Company



To the board, management and staff of the Johannesburg Housing Company (JHC),

On behalf of Kagiso Trust, it is with immense pride and admiration that I extend our warmest congratulations to JHC on the momentous occasion of your 30th anniversary.

This celebration is not just a milestone for JHC, it is a validation of a vision shared three decades ago. In the years following the advent of democracy, the vision for JHC was to provide not just shelter, but dignity and stability to ordinary people in the heart of a transforming Johannesburg. Kagiso Trust is deeply honoured to have been a part of that vision, facilitating the channelling of funding from the European Union to help lay the first bricks of what would become a legacy in social housing.

Kagiso Trust's initial support was never meant to create a permanent dependency, but to lay the foundation for a strong, independent and sustainable institution. To see JHC thriving, expanding and innovating, is the fulfilment of that very hope. From a single project, JHC has grown into a formidable organisation, managing many properties and impacting thousands of lives. Our representation on your board allows us to witness firsthand your unwavering commitment and strategic excellence.

We have watched as JHC has navigated the complex urban landscape, adapting to new challenges while never losing sight of its core mission. Your work goes far beyond bricks and mortar and you are building vibrant, integrated communities and strengthening the very social fabric of our city.

As you commemorate 30 years of impact, please know that your journey is a shining example of what Kagiso Trust stands for: building enduring institutions that continue to serve and empower South Africans long after our initial involvement.

Congratulations to the entire JHC family, both past and present, on this incredible achievement. Your legacy is an inspiration and we look forward with great anticipation to the chapters of progress and dignity you will write in the next 30 years.

With warm regards,
Dr Mankodi Moitse
Chief Executive Officer
Kagiso Trust



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30 YEARS OF GROWTH



ACRONYMS & ABBREVIATIONS

B-BBEE	Broad-Based Black Economic Empowerment	JMPD	Johannesburg Metropolitan Police Department
BBP	Better Building Programme	JPOMA	Johannesburg Property Owners and Managers Association
BEE	Black Economic Empowerment	JSDP	Junior Soccer Development Programme
BHC	Brickfields Housing Company	JSE	Johannesburg Stock Exchange
BIFSA	Building Industries Federation of South Africa	LCOF	Lutheran Community Outreach Foundation
BOLT	Bring On Lots of Tenants	LMS	Learning Management System
BSHF	Building and Social Housing Foundation	MAM	Makhulong a Matala Community Development Services (NPC)
CBD	Central Business District	MERL	Monitoring, Evaluation, Reporting and Learning
CCTV	Closed-Circuit Television	NASHO	National Association of Social Housing Organisations
CDF	Community Development Facilitator	NGO	Non-Governmental Organisation
CEO	Chief Executive Officer	NHFC	National Housing Finance Corporation
CID	City Improvement District	NPC	Non-Profit Company
CoJ	City of Johannesburg	PAIA	Promotion of Access to Information Act
CRM	Customer Relationship Management	PBO	Public Benefit Organisation
CRUM	Citizen Relationship and Urban Management Department	PIC	Public Investment Corporation
CX	Customer Experience	POPIA	Protection of Personal Information Act
DHS	Department of Human Settlements	POWA	People Opposing Women Abuse
EAP	Employee Assistance Programme	PPP	Public-Private Partnership
ESG	Environmental, Social and Governance	QC	Quality Control
Exco	Executive Management Committee	REMCO	Remuneration Committee
GBV	Gender-Based Violence	SAIA	South African Institute of Architects
GDP	Gross Domestic Product	SANCA	South African National Council on Alcoholism and Drug Dependencies
HIV/AIDS	Human Immunodeficiency Virus / Acquired Immune Deficiency Syndrome	SAPS	South African Police Service
HR	Human Resources	SARB	South African Reserve Bank
<IR> Framework	Integrated Reporting Framework	SHI	Social Housing Institution
IT	Information Technology	SHRA	Social Housing Regulatory Authority
ICT	Information and Communications Technology	SOP	Standard Operating Procedure
JDA	Johannesburg Development Agency	SLA	Service Level Agreement
JHC	Johannesburg Housing Company NPC	UK	United Kingdom
		WRHI	Wits Reproductive Health Institute



MESSAGE FROM OUR CHAIRMAN

The 2024/25 financial year marked our thirtieth anniversary – a profound milestone in the JHC journey. Over three decades, JHC has grown from a bold idea conceived in the early years of democracy into one of South Africa’s most respected and enduring social housing institutions. This year’s Integrated Annual Report reflects not only how far we have travelled, but also how faithfully we continue to honour the mandate entrusted to us by our founders.

As we celebrate this anniversary, we are reminded of the foresight of JHC’s early architects – leaders like Taffy Adler, Eric Molobi, and the visionary contributors within the Kagiso Trust and partner organisations who imagined an inclusive Johannesburg where safe, affordable, and dignified housing would become a catalyst for social mobility. Their mission was clear: to rebuild the inner city, to restore dignity to working families, and to demonstrate that a well-run, sustainable social housing model could unfold at scale.

This year, we recommitted ourselves to that founding vision.

Despite weak economic growth, high interest rates, and intensifying urban pressures, JHC made meaningful strides in stabilising operations and deepening impact. We enhanced governance and compliance frameworks,

strengthened building safety and security, reduced vacancy levels to below 10%, and advanced our digital transformation through the launch of the MyJHC App. Our financial position improved significantly, with the JHC Group returning to profitability for the first time since the pandemic, generating more than R23,9 million in profit after tax in the 2024/25 financial year.

We also achieved our first year of net asset growth since the pandemic, even as we executed selective disposals aligned to our long-term asset-optimisation strategy. This approach, grounded in a rigorous assessment of capital requirements and income potential, is enabling the organisation to improve resilience and equip itself for a new strategic horizon. Entering the fourth year of our five-year strategy, these gains position us to build a stronger platform for the next era of growth.

A major focus of the year was reinforcing governance integrity. The Board and Management undertook a comprehensive review of policies and processes to ensure alignment with best practice, heightened regulatory expectations, and JHC’s evolving operational environment. Training across the organisation has entrenched a culture of compliance and accountability. The implementation of our ESG baseline and the integration of King IV principles further demonstrate our commitment to responsible, ethical, and future-fit leadership.



Honouring the Forefathers – Connecting to the Eric Molobi Legacy

Our thirtieth anniversary coincided meaningfully with reflections emerging from the recent **5th Annual Eric Molobi Memorial Lecture**, hosted by the Faculty of Education at the University of Johannesburg. Eric Molobi was a community leader, visionary strategist, and one of the intellectual giants behind Kagiso Trust (our shareholder) who believed deeply in building institutions that could outlive individuals and reshape society for generations. He understood that housing, education, and community development were inseparable pillars of nation-building.

The lecture reaffirmed many values at the heart of JHC's founding vision:

- *People-centred development anchored in dignity.*
- *Institutional excellence as a foundation for social transformation.*
- *Long-term stewardship, where impact is measured not only in financial returns but in human outcomes.*
- *Courage to innovate, even in complex or declining urban environments.*

These principles remain woven into JHC's identity. As we look to the future, we draw strength from Molobi's conviction that development must expand opportunity, strengthen communities, and advance justice. Our task is to translate that philosophy into modern relevance, by integrating digital solutions, improving service to our customers, deepening tenant engagement, and preserving affordability against increasingly difficult economic headwinds.

Looking Forward

As we mark thirty years of providing dignified and affordable housing, we do so with a renewed sense of duty. JHC's hybrid model is underpinned by balancing social impact with long-term financial sustainability. We will continue to play a vital role in the regeneration of Johannesburg's inner city.

Our focus in the coming years will remain on:

- *Enhancing operational efficiency;*
- *Deepening partnerships across government, investors, and the development ecosystem;*
- *Modernising systems and infrastructure; and*
- *Ensuring that the communities we serve can flourish in safe, stable, and opportunity-rich environments.*

Appreciation

On behalf of the Board, I extend heartfelt appreciation to our management team, employees, tenants, funders, and partners. Your dedication, resilience, and shared belief in our mission have ensured that JHC remains a beacon of stability, innovation, and social progress.

As we honour the vision of our forefathers and embrace the lessons of the Eric Molobi legacy, we recommit to building a more inclusive and resilient city.

Sincerely,
Mr Benjamin Nokaneng
Chairman of the Board
Johannesburg Housing Company





MESSAGE FROM THE CEO

I am pleased to share with you the JHC's 2024/25 Integrated Annual Report. This Report presents our achievements over the past financial year, as well as our impact over 30 years as a leader in Johannesburg's social housing sector.

It also represents a shift towards a more integrated reporting style, emphasising greater transparency and a more holistic view of our performance over the reporting period.

In 2025, we celebrate 30 years of JHC. Our sustainability is a testament to the commitment of our team, the strength of our partnerships, and our dedication to delivering quality, safe and affordable housing to more than 12,600 residents of the Johannesburg inner city. Throughout this Report we feature case studies that showcase these achievements and their impact.

Over the course of 2024/25 we steadily reduced our vacancy rate to less than 10%, despite a difficult economic environment. This achievement is attributed to the hard work of all our staff and a dedication to community empowerment through Makhulong a Matala Community Development Services (MAM), our dedicated social investment and community development arm. Through MAM, initiatives like the Standby You, small business funding, and the Wiser Generation programme have improved tenant well-being and resilience and demonstrate our belief that sustainable housing is closely connected to social development.

This year, we launched the Talent Learning Management System (LMS) and expanded our training and coaching programmes for both management and staff. The HR team continued to enhance wellness initiatives and further strengthened our Employee Assistance Programme (EAP). We also maintained the publication of our quarterly JHC Pulse Magazine, keeping staff informed about organisational activities, achievements, and impact.

Another key accomplishment was the further advancement of our digital transformation programme which supports our management systems and improves cost management and decision-making. As part of these upgrades we launched the MyJHC App – along with expanded customer service channels – to better engage, understand and support our tenants. These investments are not just technological upgrades; they lay the foundation for a more agile, connected, and data-driven JHC.

Of course, the year was not without its challenges. In late 2024 we uncovered misconduct by members of JHC staff and contractors. After a thorough investigation we embarked on organisational reforms and the implementation of more rigorous controls. Although challenging, these events became catalysts for more transparent processes and a restructured organisation that is better equipped to deliver our mandate in line with JHC's values.

I remain immensely proud of our organisation, the team we have built and the impact we have had over 30 years serving the Johannesburg inner city. Looking ahead, we will build on this foundation by modernising our asset base and expanding our partnerships to attract new investment. Our goal remains clear: to continue delivering safe, affordable, and dignified housing while making a meaningful contribution to Johannesburg's urban regeneration.

To our tenants, funders, partners, Board and dedicated staff, thank you. Your trust and commitment have guided JHC's journey for over 30 years. Together, we have built more than housing—we have created a lasting institution that brings opportunity and hope to Johannesburg communities.

Yours thankfully,
Mrs Elize Stroebel
Chief Executive Officer
Johannesburg Housing Company



HIGHLIGHTS FOR 2024/2025

Celebrating a year of providing quality, affordable housing and transforming lives in Johannesburg's inner city.

OPERATIONAL PERFORMANCE

- **Vacancies closed at 9.84%** (12.89% in June 2024), reflecting continuous improvement in tenant attraction and retention.
- The Customer Experience team **closed 86% of queries within the SLA resolution time.**
- **Building security was strengthened** through the appointment of new service providers, improved access control, expanded CCTV coverage, and enhanced fire safety protocols.
- Core management reporting **system errors were drastically reduced**, stabilising daily operations and paving the way for future improvements to both products and services.
- **The MyJHC App launched**, giving tenants convenient access to digital statements and improved communication channels.

FINANCIAL POSITION

- Achieved net asset growth for the first time since the COVID-19 pandemic, with the Net Asset value increasing to R1,004 billion (2024: R980,1 million), **representing a growth of 2.4%**.
- Investment property value **increased by R7.5 million**, despite the sale of two properties to the value of R10.5 million.
- **Total revenue for the Group increased to R289,7 million**, from R284,4 million in 2023/24, supported by higher occupancy and market-sensitive rental pricing.
- JHC returned to profitability for the first time since 2019, generating **R23,9 million in Group profit**, after tax.
- Finalised the sale of **Dorchester Mansions and Shonalanga warehouse** as part of JHC's properties disposal strategy.

HUMAN CAPITAL DEVELOPMENT

- **Talent LMS** launched on 1 April 2025, with over **1,000 courses** to formalise staff training.
- **Staff incentive awards** revived to recognise collaboration and exceptional performance.
- **Training and development investment** totalled R697,269, split between bursaries and coaching and skills programmes.

SOCIAL AND COMMUNITY IMPACT THROUGH MAM

- Over **R3,4 million in social investment** through MAM-driven tenant and community support programmes.
- **Fire-safety marshals** trained and deployed across all buildings.
- **Supported 11 entrepreneurs in collaboration with Spoon Money**, while markets and festivals created micro-enterprise opportunities.
- Developed a **Theory of Change and Monitoring and Evaluation** framework to demonstrate JHC's impact and position MAM for a fundraising drive in 2025/26.
- MAM awarded **Community Scheme of the Year at the Reside 2025 Awards**, reinforcing JHC as a pioneer in the social and affordable housing space.

GOVERNANCE AND COMPLIANCE

- **Reviewed eight operational policies and trained staff** on all policies, procedures, and ethics, including whistleblowing awareness and anti-fraud protocols.
- **Favourable court rulings** in disputes with the City of Johannesburg (CoJ) confirmed JHC's stance on tariffs and billing.
- The **whistleblowing hotline** continued to combat fraud and corruption.



ABOUT THIS REPORT

The JHC Integrated Annual Report 2025 is a special milestone, marking 30 years of JHC’s leadership in Johannesburg’s social housing sector. Throughout the report, we reflect on the organisation’s priorities, achievements, and impact—not only during the current reporting period but across three decades of delivering quality, affordable housing. Key accomplishments are highlighted through case studies that illustrate how JHC has transformed lives and communities in the inner city.

Approach to Reporting

This Integrated Annual Report focuses on the performance and activities of JHC for the financial year ending 30 June 2025. It has been prepared in accordance with international best practices and stakeholder expectations, aiming to provide a transparent and balanced overview of how JHC generates value in the short, medium, and long term.

This year JHC has transitioned to an integrated annual report. This approach allows for better integration of financial performance with the organisation’s impact across six capitals - financial, manufactured, human, intellectual, social & relationship, and natural. We recognise that these capitals are interdependent, and that JHC’s ability to deliver on its mandate depends on the careful stewardship of all six.

This year, JHC has taken important steps towards an environmental, social, and governance (ESG) baseline. This baseline will form the foundation for integrated thinking and the development of measurable ESG objectives in future reporting cycles. Consequently, the 2024/25 Integrated Annual Report represents a significant milestone in JHC’s reporting journey, highlighting not only what has been achieved over the past year but also how the organisation is positioning itself for sustainable value creation over the next thirty years and beyond.

Alignment to International Frameworks

The structure and disclosures in this report align with the principles of the International Integrated Reporting Framework (<IR> Framework), the requirements of King IV, and the Johannesburg Stock Exchange (JSE) Sustainability Disclosure Guidance (June 2022). The report also considers national legislation and regulatory obligations that apply to

non-profit social housing institutions. This alignment is meant to ensure that stakeholders can make a well-informed assessment of its governance, strategy, performance, and outlook.

Basis of Preparation

The JHC Integrated Annual Report presents a clear, balanced, and transparent overview of the organisation’s activities for the 2024/25 financial year, the impact of these activities on stakeholders, and its capacity to create value in the short, medium, and long term. The report’s content is based on the organisation’s internal records, departmental submissions, and feedback from workshops with the executive management team. It highlights matters that are material to JHC’s ongoing relevance and sustainability, as well as those that could significantly influence the assessment and decisions of stakeholders.

The content of this report has been prepared and reviewed under the oversight of JHC’s Exco and Board to ensure accuracy, completeness, and balance. Material matters were determined through engagement with departmental heads and key stakeholders, focusing on issues most relevant to JHC’s strategy and long-term sustainability. The management team has reviewed the Annual Report for the 2024/25 financial year and is satisfied that the information is, to the best of its knowledge, an accurate and true representation of the company’s position.

The 2024/25 financial statements have been independently audited. The Board accepts overall responsibility for the integrity of this Integrated Annual Report and confirms that it reflects a fair and balanced account of JHC’s performance for the year ended 30 June 2025.

ABOUT JHC

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ABOUT JHC

- 1.1. Our Purpose and Mandate
- 1.2. Our 30-year Journey: A Timeline
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- 1.6. JHC Stakeholder Map



1.1 OUR PURPOSE AND MANDATE

OUR PURPOSE

For three decades, JHC has provided affordable, dignified rental housing that transforms lives and communities in Johannesburg’s inner city. Our purpose is rooted in the belief that housing is not only about shelter but about creating safe, inclusive, and vibrant neighbourhoods where individuals and families can thrive. Throughout our history we have shown that well-managed, affordable housing can power urban regeneration, social development, and inclusive growth.

In pursuing this goal, JHC provides smart and straightforward rental housing solutions that offer a great living experience and value for money for tenants. We focus on people at the centre of our approach, creating sustainable communities that work for both those living in JHC buildings and the wider city.

OUR MANDATE

JHC is a non-profit, non-governmental organisation (NGO), officially recognised as a Social Housing Institution (SHI) under the Social Housing Act (No. 16 of 2008). Our mandate is to provide safe, affordable rental accommodation for low- to middle-income households. To achieve this, we collaborate with the City of Johannesburg, the Social Housing Regulatory Authority (SHRA), and various private and community stakeholders. Our community development mandate is executed through Makulong a Matala (MAM), which is registered as both an NPO and NPC as per South African legislation.

Since our founding in 1995, JHC has pioneered a sustainable housing model for Johannesburg’s inner city, developing new purpose-built projects and transforming neglected and abandoned properties into quality homes and lively community assets. Through this mission, we support social and economic development, revitalise neighbourhoods, and make a lasting contribution to the city’s transformation.



1.2. *Our 30-year Journey: A Timeline*

Over the past three decades, JHC has evolved from an emerging social housing provider into one of the city's most established and respected affordable housing organisations. Our journey reflects not only the development of buildings and neighbourhoods but also the creation of opportunities for individuals, families, and communities to thrive.

This year marks our 30th anniversary. To celebrate this milestone, we look back on the key events and achievements that have shaped JHC's development. These include our earliest projects in the mid-1990s, the establishment of flagship developments such as Jeppe Oval, Carr Gardens and Brickfields, as well as recognition of our impact through national and international awards. Each step along this journey has contributed to the sustainable housing model that defines JHC today – a model built on innovation, integrity, and a dedication to people-centred urban regeneration.

The timeline below offers a visual overview of JHC's milestones and achievements over the past thirty years, highlighting the key moments of our story so far.

JHC – 30 YEARS OF IMPACT

FOUNDATION & EARLY BREAK-THROUGHS

1993

Proposal developed by the Building Industries Federation of South Africa (BIFSA) and Kagiso Trust. European Union funding approved to establish JHC.

1995

JHC formally incorporated as a pioneering social housing institution to address post-apartheid urban renewal. Initial funding grant of R50 million secured from the European Union through the Kagiso Trust and BIFSA partnership.

Taffy Adler appointed as first CEO of JHC.

1996

First property acquisitions: San Martin Mansions (Joubert Park), Tasnim Heights, and Tower Hill (Hillbrow). Additional R10 million raised from public and private sector partners.

Office established at Stannic House, 12 New Street South.

1997

Jeppe Oval completed the first new inner city residential development in nearly 30 years. Tower Hill becomes the first office-to-residential conversion.

1998

Work begins on Douglas Rooms, a dilapidated mine hostel in Toryeville. The hostel is converted into community living, demonstrating innovation and urban renewal.

1999

Douglas Rooms reopens. Carr Gardens opens and is fully occupied within 17 days. JHC launches its first Community Development Department. CEO Taffy Adler named Gauteng Housing Person of the Year.



INNOVATION & GROWTH (BETTER BUILDINGS ERA)

2000

JHC reaches 1,038 households (3,000 residents). Secures first commercial bank loan (from ABSA for the Elangeni project.). Establishes first on-site crèche at Douglas Village. Converts Landrost Hotel to residential housing – a first for South Africa. JHC moves its head office to 53 Main Street, Marshalltown.

2001

HIV/AIDS Charter launched – the first by a South African residential landlord. JHC wins Gauteng Housing Developer of the Year Award. Converts to a Section 21 non-profit.

2002

Lake Success upgraded under the City's Better Buildings Programme (BBP). JHC recognised as a regeneration pioneer.

2002-2004

Additional BBP "Rand" acquisitions and tenant negotiations at the Rondebosch, Cresthill, and Stanhope buildings.

2003

Financial breakeven achieved. JHC launches first of its kind Hardship Assistance Programme. Leads the first Public-Private Partnership (PPP) in residential development for the Brickfields Housing Project. Establishes Brickfields Housing Company (BHC) and MAM.

2004

JHC conducts its first Customer Satisfaction Survey. Launches eKhaya Neighbourhood Programme in Hillbrow.

2005

Brickfields development officially opens, anchoring Newtown regeneration. JHC launches its first website (www.jhc.co.za).

RECOGNITION & CONSOLIDATION

2006

JHC wins the Building and Social Housing Foundation (BSHF) UN-Habitat Award and inaugural Govan Mbeki Award (Social Housing Institution of the Year). MAM becomes a beneficiary of the ApexHi Black-Economic Empowerment (BEE) transaction, receiving a significant empowerment grant.



2007

CEO Taffy Adler named the South African Social Entrepreneur of the Year by the Schwab Foundation.

2008

JHC and MAM receive multiple awards: the Johannesburg Development Agency (JDA) Halala "Caring Joburg", the National Govan Mbeki Award, and the South African Institute of Architects (SAIA) President's Award (Elangeni). MAM expands Learning Centres for tenants.

2009

Elize Stroebel appointed CEO. eKhaya Neighbourhood Programme wins South African Property Owners Association (SAPOA) Award for urban regeneration.

2010

MAM wins National Housing Award for Community Development; eKhaya Neighbourhood Programme commended in AfriSam-SAIA Awards for Sustainable Architecture.

2011

JHC's portfolio reaches 27 buildings (up from 11 in 2000). Halala Award for Sustaining Joburg recognises JHC's food gardens and recycling projects.

EXPANSION & RESILIENCE

2012

JHC opens Lethabong Mansions (CBD) and Ukhamba Mansions (Berea), strengthening its housing footprint.

2010-2012

Expansion beyond the Johannesburg inner city with the acquisition and development of Hlanganani Gardens in Cosmo City - marking a new phase of growth.

2013

JHC opens Umndeni Gardens (Fordsburg).

2014

Balance sheet surpasses R1 billion; cost-to-income ratio improves by 10%.

2014-2019/20

JHC-MAM Junior Soccer Development Programme flourishes through partnership with Arsenal in the Community (UK). Annual coaching clinics and informal "street soccer" tournaments held across communities.





2016

JHC celebrates 21 years. Launches official social media presence and enhances digital communications.

2017

JHC opens Heritage View in Newtown, expanding the Brickfields precinct and strengthening a major urban regeneration cluster.

2019

JHC opens Newtown and Park Station Walk-in Centres for improved tenant access and service delivery. Implements a new cloud-based property management system, which enables remote work during the next year's pandemic.

2020

JHC expands into third-party property management, demonstrating diversification of its revenue base. Kempton Village reaches 80% occupancy within months.

2020

COVID-19 pandemic causes tenants immense financial hardship, with the vacancy rate soaring to 30%. JHC responds with care packages for the neediest tenants.



2021

BOLT project launched, cutting vacancies from 29.22% to 9.66% in six months. JHC achieves B-BBEE Level 2 (Specialised Property Sector Code).

2022

Portfolio surpasses 4,500 units, housing over 12,650 residents. JHC launches Employee Assistance Programme (EAP).

2023

Technology leveraged to improve operations through the introduction of 1UI, CRM for lead management and FM5000 for facilities and stock management. Expands community greening projects.

2024/25

First strategic property disposals (Dorchester Mansions and Shonalanga warehouse). Vacancy rate stabilises below 10%. JHC returns to profitability for the first time since the pandemic. MAM revises its Theory of Change and establishes a Monitoring & Evaluation Framework. ESG baseline established. Talent LMS goes live.

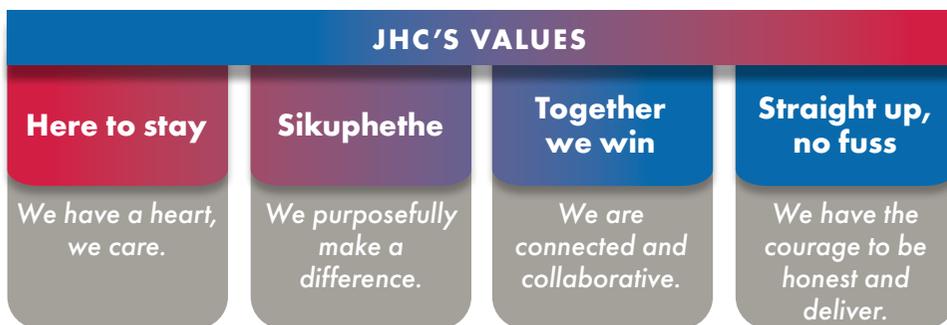
REBOUND & MODERNISATION





1.3. Culture, Ethics and Values

JHC has created a culture rooted in its values, and reinforced by its dedication to ethical behaviour, accountability, and transparency. These values are more than just words: they steer how we operate, the decisions we make, and the positive influence we seek within the communities we serve.



These values influence every part of JHC's work, shaping how we engage with tenants, partners, and each other. They support a culture that is both people-centred and performance-driven, ensuring that JHC remains true to its purpose and accountable to its stakeholders.

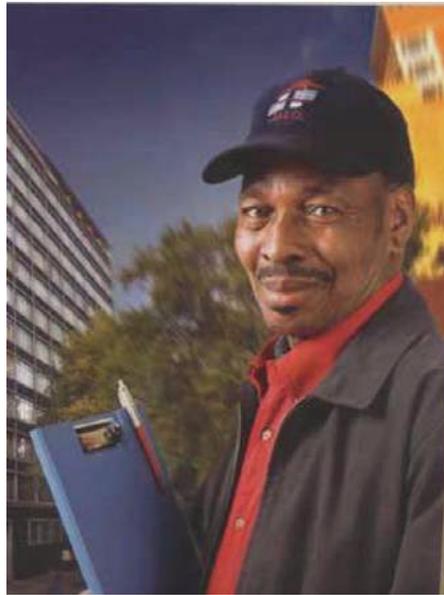
JHC's culture of responsibility is strengthened by robust governance practices. All reports of fraud or theft are thoroughly investigated and appropriate action taken to protect the integrity of the organisation and the trust of tenants.

Equally important is JHC's dedication to fostering a supportive and engaged workplace culture. A variety of wellness initiatives were undertaken during the year, providing employees with access to health and wellbeing services. Social events and staff recognition programmes, including quarterly incentive awards, also helped to boost morale, reinforce shared values, and promote collaboration throughout the organisation.

The impact of these efforts is evident in the long-standing relationships we maintain with tenants, contractors, and employees, many of whom have been part of the organisation for much of its 30-year history. Their enduring trust in JHC stands as a testament to our values in action.



Promise Gcwabaza - in training



Charles Gcwabaza on the cover of JHC's 2003 Annual Report



Promise Gcwabaza in front of his late father's flat San Martin building



JHC VALUES IN ACTION – THE GCWABAZA FAMILY'S JOURNEY WITH JHC

Few stories embody JHC's spirit of loyalty and community better than that of Promise Gcwabaza and his late father, Charles Gcwabaza – two generations whose combined service spans nearly seven decades.

Charles began his career in the 1950s, working as a cleaner and later a boilermaker in the San Martin building in Joubert Park. At that time, the property was owned by the Giuricich Bros. Construction Group. Robert Giuricich the CEO, who had already been appointed to the JHC Board representing the Building Industry Federation of South Africa, asked that Charles

take on the caretaker role when he acquired the building, a role he continued in when JHC bought the building. Charles remained with JHC until his passing in 2009 at the age of 79, having dedicated more than 60 years to his work.

Promise joined JHC in the mid-1990s as a cleaner, later advancing to Maintenance Assistant and then Caretaker, supervising several JHC buildings. In 1999, JHC sponsored his maintenance training, marking the beginning of a lifelong dedication to learning. Twice – in 2002 and again in 2012 – Promise was chosen

to represent JHC on exchange programmes in the United Kingdom, gaining experience from housing organisations in London, Newcastle, and Birmingham.

Today, Promise has come full circle as a Housing Supervisor, returning to San Martin, the first JHC building he worked in and the place his father called home. ***"I learned everything I know from my father,"*** he reflects. But, in the absence of his father, he adds ***"if you're interested in learning a new skill, JHC gives you the opportunity."***

1.4. Ownership and Operating Structure

JHC is registered as a non-profit company (NPC) and acts as the parent organisation of the JHC Group. As the sole member of JHC, Kagiso Trust holds ultimate ownership and oversight authority over the organisation. This structure is formalised through JHC's Memorandum of Incorporation, which stipulates that the Board of Directors be appointed from individuals nominated by Kagiso Trust.

The Group is organised to integrate property management, development, and community development services under one umbrella, with each unit operating within a defined mandate while supporting JHC's primary goal of providing affordable rental housing in Johannesburg's inner city.

The JHC Group comprises

- **Johannesburg Housing Company (NPC)** – the holding company, with its Board of Directors appointed from individuals nominated by the Kagiso Trust, the sole member of JHC.
- **Brickfields Housing Company (Pty) Ltd (BHC)** – a wholly owned subsidiary of JHC, through which property development activities are managed. **BHC also holds BHC Development (Pty) Ltd and BHC Dev 1 (Pty) Ltd**, which were created to manage specific development projects.
- **Makhulong a Matala Community Development Services (NPC)** – a registered NPO and NPC and a wholly owned subsidiary of JHC. Functioning as the Group's community development services arm, MAM focuses on tenant engagement.

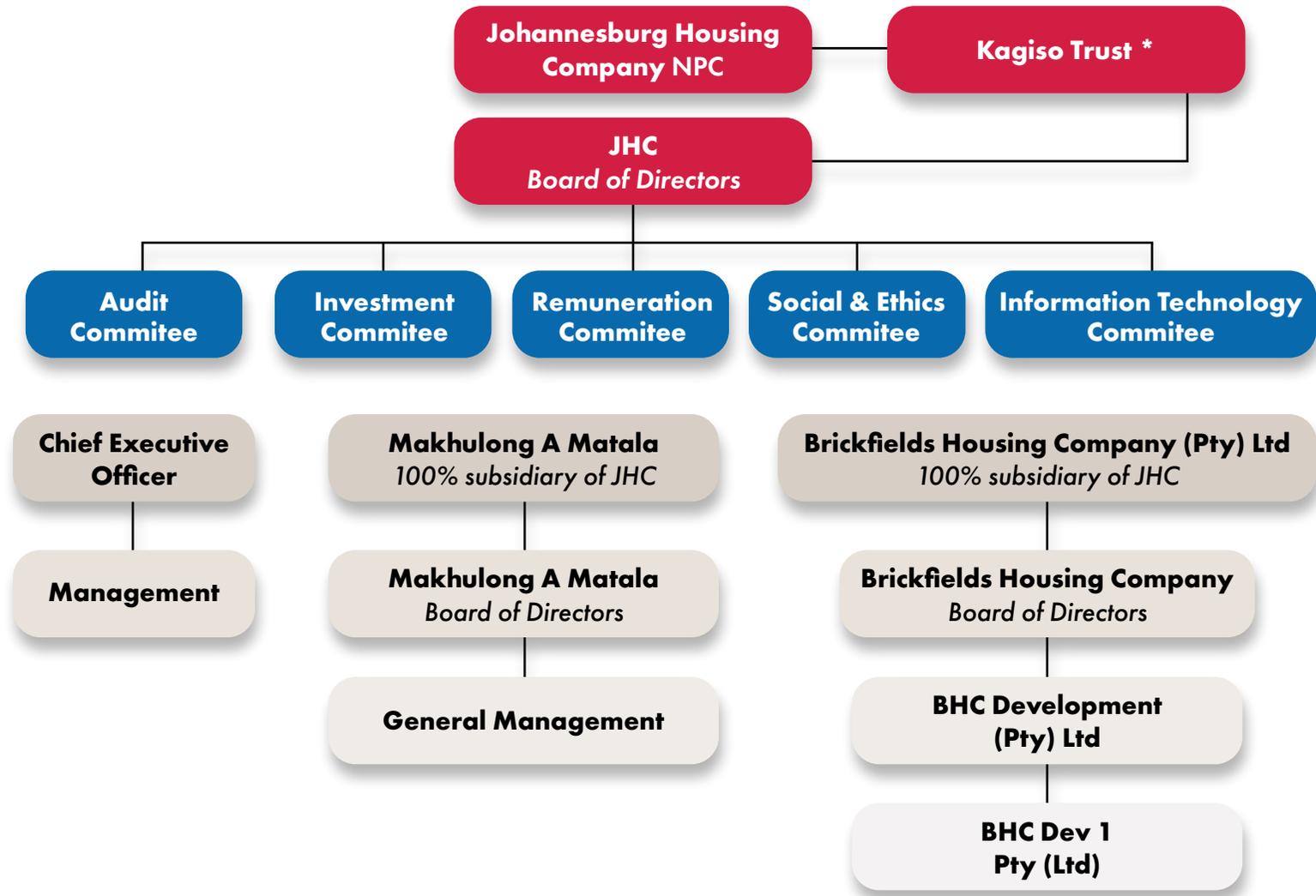


Each entity within the Group is governed by its own Board of Directors, while the JHC Board provides strategic direction and oversight. The JHC Board appoints the Chief Executive Officer (CEO) and is supported by the Executive Management team, which manages the organisation's day-to-day operations.

The JHC Board operates through several committees that oversee activities and promote accountability across the Group. These include the Audit Committee, Investment Committee, Remuneration Committee, Social & Ethics Committee, and Information Technology Committee.

The governance and operational structure ensures that JHC remains accountable to its stakeholders while each entity within the Group effectively and sustainably fulfils its mandate.

OWNERSHIP AND OPERATING STRUCTURE



*Kagiso Trust is the sole member of the JHC. In terms of the Memorandum of Incorporation, directors of the Board shall be appointed from persons nominated by the Trust.



1.5. Our Operating Environment

As a social housing organisation, JHC operates within a challenging and often volatile environment shaped by South Africa’s broader economic conditions and the realities of Johannesburg’s inner city. This environment directly affects the organisation’s capacity to deliver affordable housing and influences the daily lives of its tenants.

Economic Conditions and Interest Rates

The South African economy continues to experience slow and uneven growth, with modest GDP increases offset by structural weaknesses and ongoing fiscal constraints.

In 2024, the country’s real GDP grew by only 0.6%, and amid weak economic activity and global trade pressures – including potential higher US tariffs – the South African Reserve Bank (SARB) has revised its 2025 growth forecast downward from 1.2% to 1%. Persistently high unemployment remains a critical concern, with Stats SA reporting a national unemployment rate of 33.2% at the end of the second quarter of 2025.

Inflation and the rising cost of living continue to significantly affect tenants’ affordability and quality of life. Although inflationary pressures have eased over the past year, improvements in household affordability and rental recovery have been slow. For property developers and managers, higher financing costs have further constrained the capital available for new affordable housing projects.

Social Context: Tenant Realities

JHC’s operating environment is equally influenced by the social realities of its tenant base. The organisation caters to low- to middle-income households, many of whom face unemployment, underemployment, and limited access to affordable credit. The tenant base is also diverse, comprising long-term residents, young professionals, migrant workers, and families seeking stable housing near schools, transport, and employment opportunities. These dynamics emphasise the importance of JHC’s social development programmes, delivered through MAM, which offer support beyond housing to enhance tenant resilience and community wellbeing.

Legal and Municipal Litigation

The JHC operates exclusively within the City of Johannesburg and is therefore directly affected by the City’s challenges in correctly setting rates and taxes for landlords. In cases where consultation with the City is unsuccessful, legal action is pursued, including litigation over tariffs, municipal charges, and the right to evict illegal occupants. While such proceedings are costly and time-consuming, JHC has generally been successful in these matters.

Urban Infrastructure and Municipal Services

The City of Johannesburg continues to face limitations due to restricted investment capacity and fragmented governance. This results in deteriorating infrastructure, unreliable basic services, and increasing concerns about safety. Ongoing issues with electricity, water supply, and waste removal undermine residents’ quality of life, while problems such as crime, corruption, and hijacked buildings persist, hindering urban renewal efforts.

These persistent municipal service challenges not only impact tenants’ daily living conditions but also lead to cost implications for JHC, which frequently needs to intervene to maintain essential services, minimise disruptions, and ensure that buildings remain safe and habitable.

Crime and Safety

In the inner city, elevated crime as well as other threats, such as fire, deteriorating infrastructure, and the hijacking of buildings, threatens the safety and security of tenants. This requires that JHC prioritise and invest in security infrastructure like CCTV and access control systems. JHC also takes proactive steps to ensure that its buildings comply with health and safety and building regulations.

JHC is an active participant in six of Johannesburg's City Improvement Districts (CIDs). These organisations provide a platform for JHC to collaborate with other private sector landlords to enhance security and address crime in the precincts where JHC operates.

Environmental Context

Operating in Johannesburg's dense inner city also presents environmental sustainability challenges. Ageing buildings and infrastructure demand more energy and water, often worsened by frequent breakdowns and service interruptions. Rising electricity tariffs and ongoing concerns about load-shedding emphasise the need to explore energy efficiency solutions and alternative energy sources.

Similarly, water scarcity and rising municipal tariffs highlight the importance of sustainable consumption practices and building upgrades that can lower long-term costs for both JHC and its tenants. These environmental pressures are increasingly influencing how social housing is managed in South Africa's urban centres.

Housing Demand and Market Context

Demand for affordable housing in the Johannesburg inner city remains high, driven by:

- **Urban migration**, as people continue to move to Johannesburg in search of economic opportunity.
- **Unemployment and underemployment**, which exclude large segments of the population from mortgage finance and private rental markets.
- **Structural inequality in housing supply**, with private developers unable or unwilling to meet demand at the lower-income rental levels.

Nevertheless, the market landscape is changing, with new and existing social and private rental providers entering the sector. This increased competition has added pressure to keep rents affordable while maintaining JHC's quality standards and community-focused service model.

JHC's Response

Against this backdrop, JHC has positioned itself as a resilient and adaptable organisation, capable of responding swiftly to market and tenant needs. JHC has implemented measures to improve affordability, including targeted rental reductions, the deposit waiver product, and strategies to reduce utility costs and enhance water and energy resilience. JHC also remains committed to maintaining high standards of accommodation, through strategic upgrades and regular maintenance, and delivering quality tenant services.

JHC further addresses the challenges of operating in the inner city through ongoing collaboration with partners across the public, private, and non-profit sectors. These efforts exemplify the organisation's Together We Win value proposition, highlighting the importance of collaborative stakeholder engagement in fulfilling JHC's mandate. More information on JHC's stakeholder relationships is provided in the following section.



1.6. JHC's Stakeholder Map

JHC's capacity to generate value relies on strong and inclusive relationships with a broad network of stakeholders. These connections are crucial for the organisation's long-term sustainability, its positive impact on communities, and its role within the broader urban housing ecosystem.

Tenants

Tenants remain the foundation of JHC's mandate. They influence the organisation's services and priorities, and their ability to prosper is the ultimate indicator of JHC's success. Engagement occurs through regular communication, including a dedicated call centre, the MyJHC App, face-to-face "JHC Cares" forums, and community development initiatives led by MAM.

Government and Regulators

JHC collaborates closely with all levels of government to improve service delivery and ensure compliance. At the municipal level, working with CoJ and its entities – including Emergency Management Services, Pikitup, and the Citizen Relationship and Urban Management Department (CRUM) – is vital for enhancing urban living conditions.

Furthermore, partnerships with the Johannesburg Metropolitan Police Department (JMPD) and the South African Police Service (SAPS) are essential for safety and security. At the national level, JHC cooperates with the Social Housing Regulatory Authority (SHRA) to ensure compliance with the Social Housing Act and to promote sector-wide priorities.

Funders and Financial Partners

Funding partners are vital for enabling JHC to grow and maintain its housing stock. Long-term relationships with institutions such as the Public Investment Corporation (PIC), JP Morgan, and other financial partners support the organisation's financial stability. These partnerships are crucial for securing capital, keeping housing affordable, and providing value for tenants.

Industry Associations and CIDs

JHC actively collaborates with industry organisations such as the Johannesburg Property Owners and Managers Association (JPOMA), Jozi My Jozi, and the National Association of Social Housing Organisations (NASHO). These platforms support advocacy, knowledge exchange, and collective action on housing sector issues.

Additionally, JHC is represented within six inner city CIDs including the Main Marshall Improvement District, Fashion Improvement District, Legae La Rona Improvement District, Newtown Improvement District, Transport Improvement District, and Hillbrow Ekhaya Improvement District. The CIDs are essential partners in JHC's shared effort for urban renewal. Through these collaborations, JHC continues to develop cleaner, safer, and more vibrant neighbourhoods that enhance tenant wellbeing and community pride across Johannesburg's inner city.

Community and NGO Partners

Through MAM, JHC partners with various Non-Governmental Organisations (NGOs) and community organisations to run social development programmes in areas such as health, education, youth development, gender-based violence awareness, psychosocial support, and financial education.

Partners include the Lutheran Community Outreach Foundation (LCOF), the Maharishi Invincibility Institute, Wits Reproductive Health Institute (WRHI), Lifeline (mental health services), Lovelife (HIV prevention and life skills), Childline, Sonke Gender Justice, People Opposing Women Abuse (POWA), and the South African National Council on Alcoholism and Drug Dependence (SANCA), Hope and Homes For Children South Africa under their programme “Our Voices Matter” (promoting child-centred advocacy), the Department of Social Development (men’s and women’s forums), University of Johannesburg (community development and social work students internship), Standard Bank in partnership with Liberty (Mind My Money financial literacy programme), Activate, MES Johannesburg, Ingelosi Foundation (youth development), and the Let Love Lead Community Foundation (family strengthening and children’s rights), among others.

These collaborations extend JHC’s influence beyond housing provision into broader community development.

Suppliers and Service Providers

Suppliers and contractors are vital to JHC’s operations, ensuring buildings are safe, functional, and well-maintained. The organisation’s procurement processes involve strict compliance and vetting procedures to prevent corruption and secure value for money. Over the years, JHC has built strong relationships with many long-term suppliers, and this consistency has greatly contributed to the growth and stability of both JHC and its contractors.

JHC prioritises contracting with small businesses, focusing on companies that are owned by and employ previously disadvantaged individuals. This approach not only supports inclusive local economic development but also enhances community participation in JHC’s broader value chain.

The following section describes how JHC’s resources, relationships, and activities work together to generate value for tenants, stakeholders, and the wider Johannesburg inner city.





Lizwe Elias Ndlovu - Founder & CEO of Lepro



Sibongile Ngwenya - employed in the San Martin building since 2002

BUILDING PARTNERSHIPS THAT LAST – LEPRO

For more than 25 years, JHC has supported small enterprises that provide essential services to its buildings and communities. One of the most enduring examples is Lepro, a Johannesburg-based commercial cleaning and facilities management company founded by Mr Lizwe Elias Ndlovu in 1999.

JHC was Lepro’s first client, commissioning the young entrepreneur to clean the recently acquired San Martin building – Johannesburg’s first social housing conversion, purchased in 1997. Starting as a one-person operation, Lepro quickly grew to a team of five, and after securing the Tower Hill contract (another JHC building), expanded to ten staff.

Exposure through JHC’s portfolio led to additional corporate clients like Rand Merchant Bank, establishing Lepro as a respected player in the industry.

Today, Lepro employs more than 900 cleaners across the country, with about 100 working in JHC-owned buildings. The company has become a byword for reliability, quality, and empowerment – proof of how long-term relationships can turn small businesses into national service leaders.

Beyond its main operations, Lepro gives back. In 2023, the company launched the Lepro Institute in Bezuidenhout Valley, led by Mr Ndlovu’s children, Siphokuhle and Prince. The school offers affordable, high-quality education for local learners, addressing a critical inner city gap. Mr Ndlovu credits JHC for the company’s success.

“JHC is what started it all. Nobody would have recognised Lepro as a legitimate business without their contract.”

BUSINESS MODEL

02

OUR BUSINESS MODEL

[2.1. Overview](#)

[2.2. Our Services and Reach](#)

[2.3. Resources and Capitals](#)



2.1. Overview

JHC operates with a dual focus: ensuring long-term financial viability while delivering significant social impact in Johannesburg’s inner city.

This balance between viability and impact defines JHC’s business model and supports its ability to create sustainable value for tenants, communities, and stakeholders.

Business Model Introduction

JHC’s core business model focuses on providing affordable and secure rental housing for low- to middle-income households, addressing affordability and quality gaps within an increasingly competitive inner city market. As a registered non-profit and SHI, JHC reinvests surpluses into property management, community development, and tenant support services instead of distributing profits to shareholders.

This non-profit model enables JHC to:

Acquire, rehabilitate, and develop properties in the Johannesburg inner city.

Maintain buildings to high standards of safety, compliance, and tenant satisfaction.

Provide supportive community development services through its subsidiary, MAM.

Collaborate with government, funders, NGOs, and industry associations to improve urban living conditions.

Balancing Viability and Impact

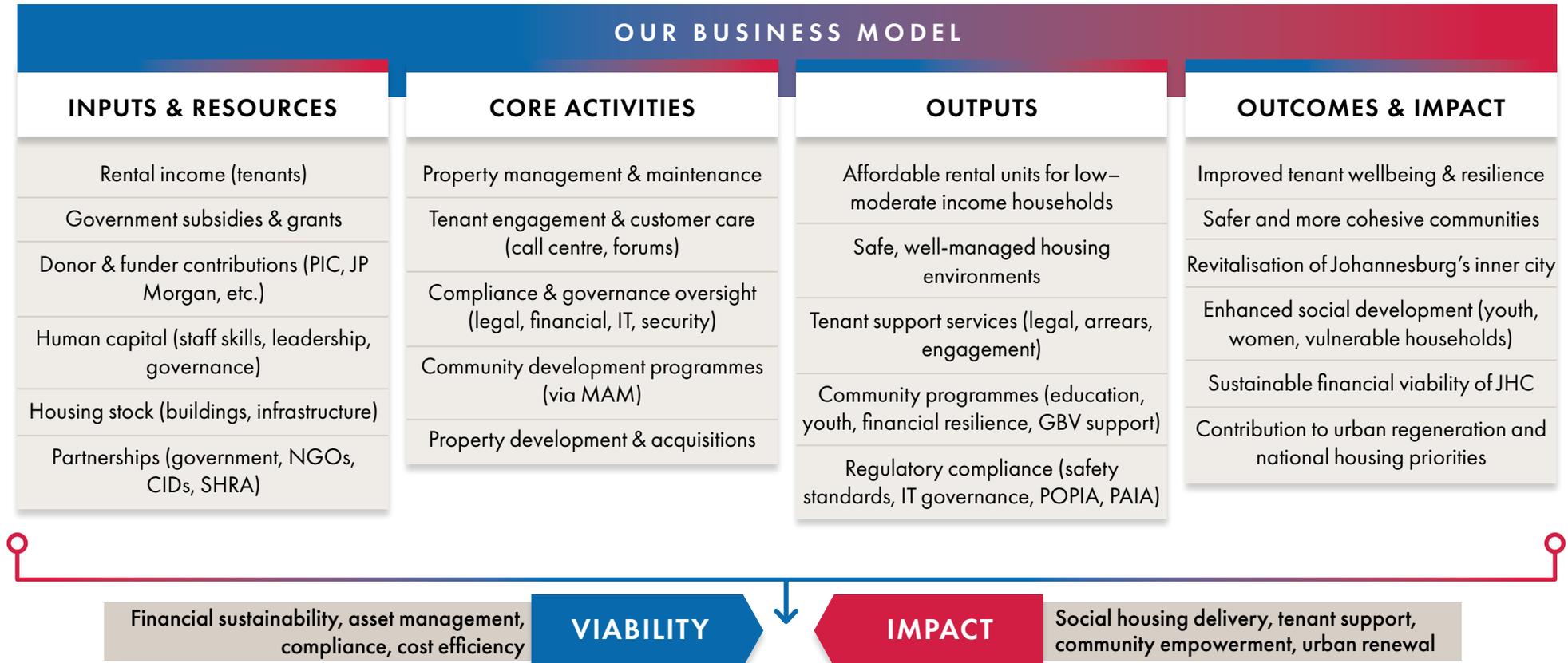
Sustaining this model requires a careful balance between viability and impact:

VIABILITY

Ensuring rental income covers operational costs, maintenance, and debt servicing while allowing for reinvestment in housing stock. Disciplined cost control, arrears management, and careful capital allocation are vital to maintain financial stability.

IMPACT

Providing dignified housing that contributes to tenant wellbeing, urban renewal, and inclusive growth. Social development initiatives, youth empowerment, tenant engagement, and partnerships with NGOs amplify JHC's community impact beyond housing provision.





2.2. Our Services and Reach

JHC provides its services within the framework of its legal status as an NPC and a registered SHI. Its services and market reach are aligned to the organisation's business model and designed to maximise returns across all six capitals.

Safe and Affordable Rental Housing

JHC provides safe, affordable rental housing for low- to middle-income households in Johannesburg's inner city. Through its property management division, the organisation ensures that buildings are well-maintained, compliant with legal and safety standards, and managed in a manner that protects both tenants and assets.

JHC's compliance team plays a vital role in protecting tenants and shielding the organisation from risk. Vetting procedures verify tenant eligibility and contractual adherence. Legal support is also offered to manage disputes, recover arrears, and defend the rights of both tenants and the organisation.



Tenant Engagement & Support

JHC offers on-the-ground tenant engagement and support through a team of Housing Supervisors (HSVs), Customer Experience (CX) consultants and Community Development Managers, Coordinators and Facilitators. They work directly with residents to foster relationships, identify issues and connect tenants to JHC. JHC staff host regular tenant meetings where they share organisational updates, discuss community concerns, and find collaborative solutions for enhancing the living environment.

JHC's growing digital presence, particularly on social media platforms, has further strengthened its ability to engage with tenants, stakeholders, and the wider public. Through MAM, JHC offers a Tenant Hardship Fund, established to assist residents facing temporary financial challenges brought about by the death of a leaseholder and their registered dependents. The fund provides targeted support for rental payments and funeral costs, allowing vulnerable households to retain their homes during income disruptions.



Community Development & Partnerships

JHC has a long-standing commitment to strengthening communities. Through MAM, JHC delivers a range of community programmes in youth and child development, adult development, tenant support services and neighbourhood development. MAM is unique among Johannesburg's social housing organisations, as no other entity provides an in-house social development programme of this scale and scope.

JHC also extends its reach through strategic partnerships that enhance community outcomes. Its participation in six CIDs across the inner city supports precinct management and safety, and initiatives like Jozi My Jozi enable JHC to contribute to broader efforts in urban regeneration.





Nonhlanhla, Thandeka and Busisiwe - Growing the Rooftop Garden at JHC's Lake Success building



ROOFTOP GARDENS – GROWTH FROM THE GROUND UP – THE LAKE SUCCESS STORY

JHC has established four rooftop gardens and two ground gardens at buildings in Hillbrow, Joubert Park, and Marshalltown. These gardens provide tenants an opportunity to grow spinach, kale, beetroot, onions, tomatoes, cabbage, beans, rosemary and other greens, and (at some locations) are generating income for resident gardeners.

In 2014, JHC and the Johannesburg Development Agency (JDA) co-founded a food garden on the rooftop of JHC's Lake Success building, to support food security for inner city tenants. A decade later, JCH – through MAM –

upgraded the garden, investing in hydroponics and a greater variety of greens.

Today, Lake Success' resident youth are taking the lead. Tenants, Nonhlanhla Radebe (23), Busisiwe Makhwanazi (23), and Thandeka Makibeto (15) lead a team of 15 young helpers who cultivate spinach, spring onions, chamolia, and kale.

To date, they have hosted three produce sales for tenants at Lake Success, Cresthill Mansions, and Rondebosch, while also donating vegetables to tenants in need.

In September 2025, the team joined a University of Johannesburg workshop in Soweto on composting and seedling production, expanding their skills to generate income from recycled leaves. ***“Our main objective is giving back to the community,”*** says Radebe, who revived the garden when it risked closure. As MAM General Manager Lungisani Ntuli notes,

“For the youth at Lake Success, the food garden is more than just a programme. It's a way to give back while generating a sustainable source of income.”

2.3. Resources and Capitals

JHC's value creation relies on a broad set of resources that it manages and transforms through its business model.

In accordance with the International <IR> Framework, this section introduces the six capitals we depend on and influence: Financial, Manufactured, Intellectual, Human, Social & Relationship, and Natural. For each capital, we offer a brief definition followed by examples of how value was created over the reporting period.

Financial Capital

Financial capital encompasses the funds available to support JHC's operations, investments, and growth. This includes rental income, subsidies, donor contributions, and returns on investment, which form the basis for delivering affordable housing while maintaining financial sustainability.

JHC strengthens its financial capital through strategic activities including tenant recruitment and retention, cost control measures and targeted property disposals. Importantly, the proceeds generated from building disposals are not used to fund operational expenses but are earmarked for reinvestment, supporting building improvements, debt reduction, and the future development of new housing stock.

Manufactured Capital

Manufactured capital encompasses the physical infrastructure and operational systems that enable JHC to fulfil its mandate. This includes physical buildings, preventative maintenance, IT systems, and security architecture. Maintaining and upgrading these assets ensures that JHC provides safe, reliable, and dignified housing environments for tenants while safeguarding the organisation's long-term sustainability.

JHC has implemented a strategic and targeted approach to portfolio management. Properties are grouped according to their performance and assessed, both by portfolio and individually, to determine their investment and operational needs, the potential for reduced vacancy and enhanced financial performance, and their fit within JHC's evolved strategy. Targeted investments, including maintenance and renovations are made in line with the portfolio strategy. Buildings deemed non-viable for turnaround are placed on the market, with sale revenue allocated to capital costs.

Intellectual Capital

Intellectual capital refers to the knowledge, systems, and governance frameworks that enable JHC to make effective decisions, innovate, and operate with integrity. It includes IT systems, monitoring and evaluation tools, compliance mechanisms, and the organisation's governance framework.

At JHC, key aspects of intellectual capital include client management and engagement systems, which enable tenant retention through issue management and dispute resolution. It also includes the policies and processes guiding the activities of the organisation in line with legal, regulatory and governance frameworks.

Social & Relationship Capital

Social and relationship capital relates to the networks of trust, collaboration, and shared value that JHC maintains with tenants, communities, regulators, and partners. Strong relationships support JHC's ability to provide not only affordable housing but also safer, more resilient, and empowered communities.

JHC builds social and relationship capital primarily through the work of MAM, JHC's dedicated social investment and community development arm. MAM works, in partnership with the community organisations mentioned throughout this report, to address tenant concerns and encourage safety and cohesion. This approach, and a 30-year track record in community development, sets JHC apart from competitors in the housing space.

THE WISER GENERATION – CELEBRATING WISDOM, COMMUNITY, AND CONNECTION

Through MAM’s **“Wiser Generation”** programme, JHC continues to support and celebrate its elderly tenants – particularly those living in its Fordsburg, Newtown and Hillbrow buildings. The initiative offers older residents’ meaningful opportunities to stay active, engaged, and connected.

The programme features health and wellness sessions, regular check-ups and social activities such as workshops, luncheons, excursions and creative arts days designed to strengthen community bonds. MAM collaborates closely with residents to tailor each activity to their needs and interests, ensuring that every event enhances their wellbeing and sense of belonging.

A highlight of the past year was the Mandela Day celebration, themed **“Golden Strength – Celebrating Wisdom and Resilience.”** Residents arrived dressed in gold and black to enjoy poetry, music, and dance performances by JHC youth. In turn, the elders shared their creativity through drawing and painting, bridging generations in a day filled with laughter and storytelling.

Towards the end of the financial year, MAM also launched the Friendship Bench initiative – a safe, informal space where seniors share advice and offer emotional support to younger tenants. **“The elders become a support system for youth and victims of domestic violence,”** explains Lungisani Ntuli, General Manager of MAM.

Long-term residents Mr and Mrs Shafaz Syed describe the programme best: **“We appreciate what JHC is doing. This is a place that truly celebrates our generation and gives us a community.”**



Shafaz & Sadiya Syed - members of the Wiser Generation - with their granddaughter



Natural Capital

Natural capital refers to environmental resources that JHC relies on and aims to protect, including energy, water, and green urban spaces. Although smaller in scale compared to other forms of capital, natural capital is vital for cost management and the sustainability of JHC's housing model.

Natural capital continues to be an area where incremental improvements can create long-term benefits, both by reducing utility costs and by establishing JHC as a responsible guardian of environmental resources in the inner city. Measuring and managing natural capital will remain a key focus as JHC builds its ESG framework and begins translating environmental data into tangible performance insights.

Human Capital

Human capital is the foundation of JHC's ability to deliver on its mandate. It represents the collective skills, knowledge, wellbeing, and commitment of employees across all levels of the organisation. By investing in staff development, wellness, and equitable opportunities, JHC ensures that its workforce remains resilient, motivated, and aligned with its mission of providing affordable and dignified housing.

JHC maintains an Employee Representative Committee with representatives from the buildings, front office, back office, HR and the Executive Committee, which serves as a tool for identifying and channelling employee concerns.



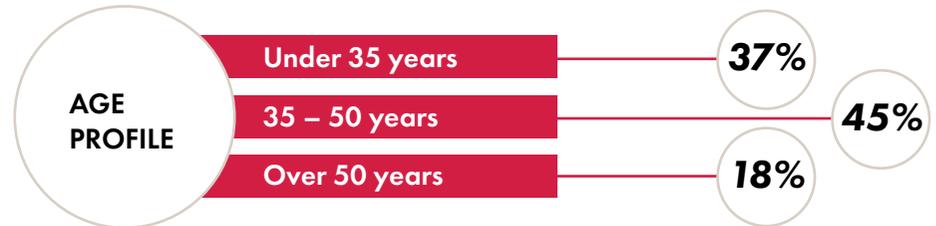
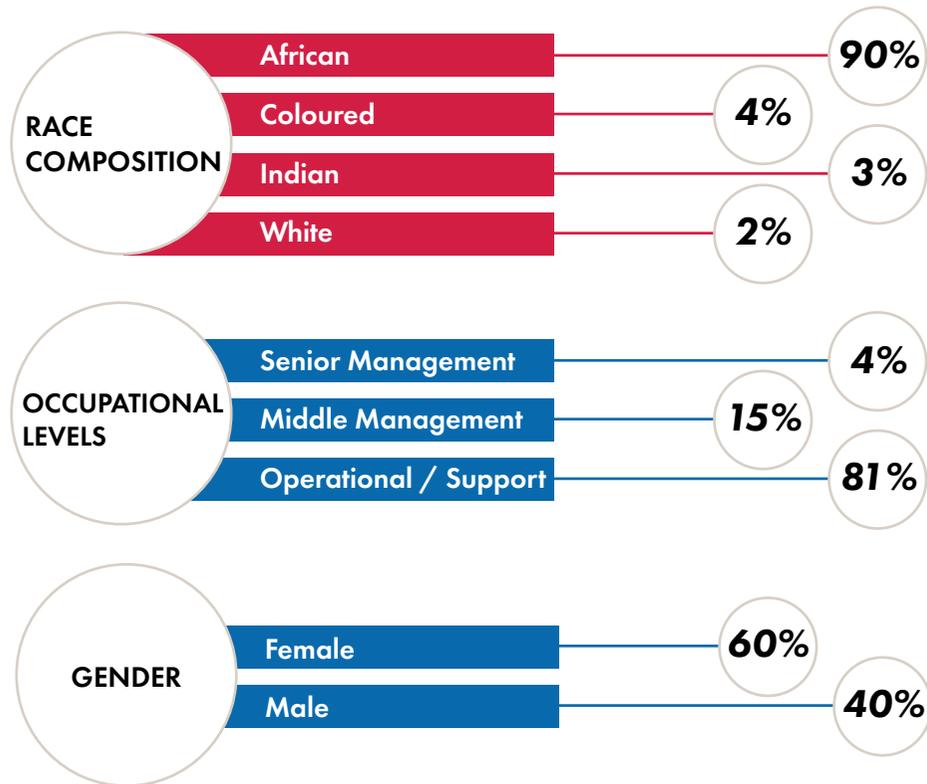
HUMAN CAPITAL STATISTICS TABLE

INDICATOR	2024/25	2023/24
Total Employees Confirmed headcount as at 30 June 2025 (from HR/EE data) - includes three temporary employees	136	124
New Hires Recruitment mix includes sales agents, CDFs, contract and permanent roles	34	13
Non-Employees Includes full time contractors in IT support, security and cleaning	219	216
Staff Turnover (%) 33 exits in 2024/25 (23 resignations and 10 dismissals)	25.7%	29.0%
Training & Development Spend (total) Spend on bursaries + coaching/skills training	R697 269	R584 120
Bursaries Awarded to Staff	15	10
Value of Bursaries	R343 574	R215 047
Spend on Coaching & Skills Training	R353 695	R175 293
Disciplinary Outcomes	10 dismissals	8 dismissals
Two-Pot Withdrawals Applications processed by Liberty	70 applications (R1 680 849)	

Employment Equity Profile

JHC's workforce reflects Johannesburg's diversity and shows the organisation's ongoing commitment to transformation and inclusion. In line with the Employment Equity Act, representation across job levels indicates that historically disadvantaged groups make up most employees.

As at 30 June 2025, JHC employed 136 people.



Women hold 50% of management roles, demonstrating progress in gender representation. Efforts to promote employment equity and transformation continue through targeted recruitment, mentorship, and leadership development programmes. These initiatives support succession planning and ensure fair access to career advancement opportunities at all levels of the organisation.

GROWING CAREERS FROM WITHIN

FROM FACILITATOR TO IT PROFESSIONAL - A STORY OF GROWTH THROUGH JHC SUPPORT

When Thapelo Moutlane moved to Lake Success in 2010 he participated in the after school and soccer programmes and assisted with the community garden. These efforts helped boost his confidence and strengthen his connection to JHC. In 2019, Thapelo was appointed as a Community Development Facilitator with the JHC – a role he held until 2021. That same year he obtained a JHC bursary to study IT and now works as an IT Administrator within the company.

“Living in a JHC building and working as a Facilitator gave me a good sense of the company’s values. Had it not been for JHC, I wouldn’t be where I am today.”

Thapelo’s story exemplifies JHC’s lasting dedication to developing talent from within its communities – aiding young people in progressing from participation and service to professional careers that bolster the organisation itself.



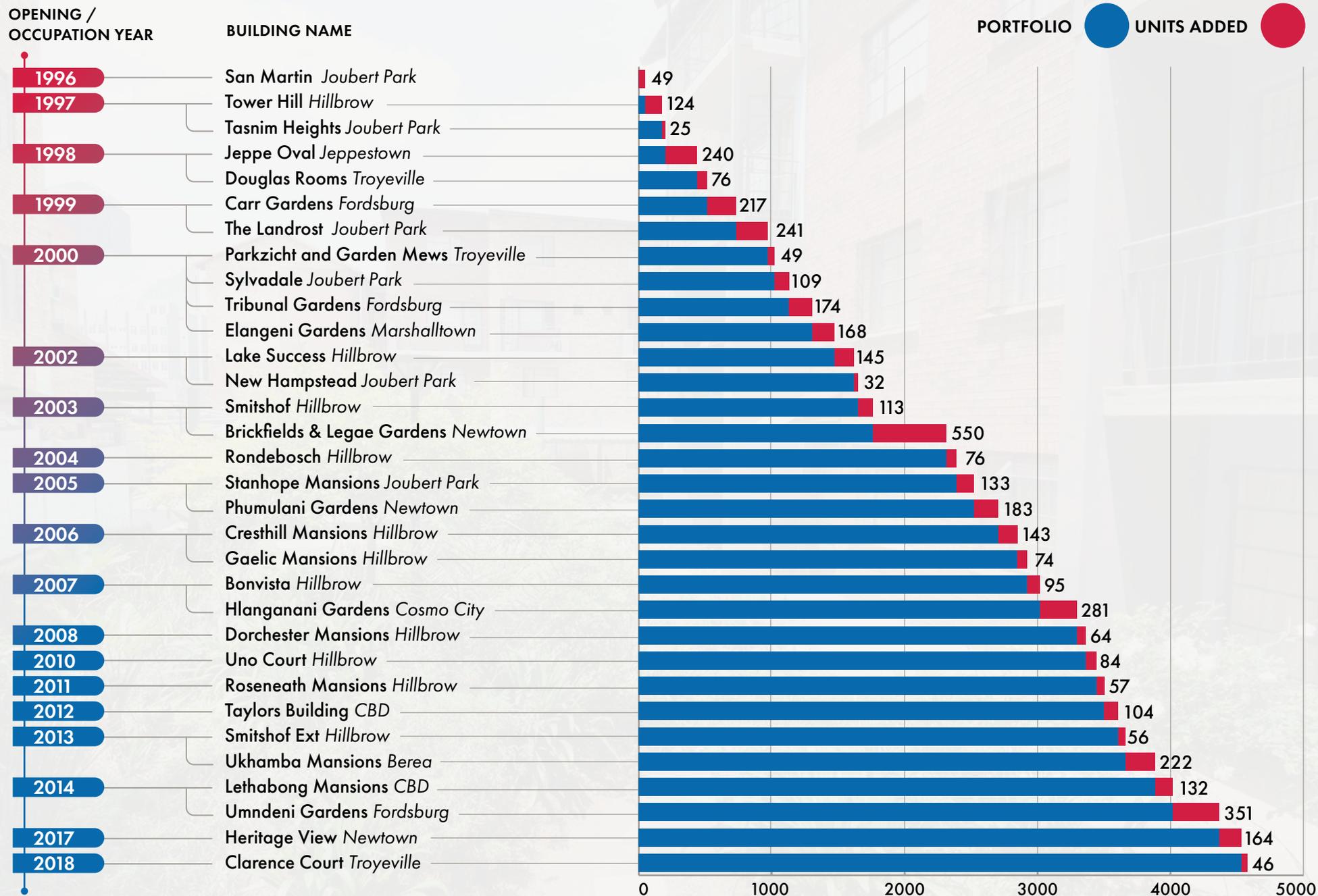
Thapelo Moutlane - JHC Resident, Employee and Bursary Recipient

PROPERTY MILESTONES CHRONOLOGY

PROPERTY MILESTONES CHRONOLOGY

A pioneering urban housing model developed into a sustainable, citywide platform for affordable living, as demonstrated through three decades of JHC's property development and acquisition milestones

The chart below shows JHC's portfolio growth from its first acquisition of San Martin in 1996 to a portfolio of over 4500 units in 2018.



GOVERNANCE & RISK MANAGEMENT

03

GOVERNANCE AND RISK MANAGEMENT

3.1. Governance Overview

3.2. Risks and Mitigations

3.3. JHC Board of Directors

3.4. BHC Board of Directors

3.5. MAM Board of Directors

3.6. Board Committees

3.7. Executive Committee

3.8. Remuneration and Incentives

3.9. Emerging Issues



3.1. Governance Overview

JHC is dedicated to the highest standards of governance, recognising that good governance underpins accountability, resilience, and the provision of long-term value for tenants and stakeholders. JHC's governance philosophy is rooted in ethical leadership, transparency, and responsible stewardship of resources, ensuring that the organisation remains a trusted custodian of public and private investment in affordable housing.

Strengthening Governance Practices

During the year under review, JHC implemented several governance reforms aimed at increasing accountability and oversight across the Group. Financial management processes were strengthened through the tightening of expenditure controls and improved procurement governance. These reforms were part of a larger effort to rebuild confidence and uphold integrity, demonstrating JHC's commitment to transparency, ethical leadership, and responsible resource management.

Property management operations were reorganised to enhance efficiency and accountability, supported by stricter compliance procedures and increased oversight of building-level governance. Key policies and Standard Operating Procedures (SOPs) were updated for greater relevance and practical application across all sites. The organisation also requires that all employees submit an annual declaration of interests and declare any gifts received, promoting transparency and preventing conflicts.

All staff received training on updated HR policies and procedures, reinforcing their understanding of organisational standards and disciplinary processes. These policies have also been incorporated into the staff onboarding programme to ensure that every new employee is equipped with the necessary knowledge from the outset.

Across the Group, several important policies were updated or reviewed during the year to strengthen governance and ensure compliance with regulatory and organisational standards. These included the Asset Management Policy, HR Policy, and Corporate Governance Policy, along with reviews of the POPIA Policy, and the Procurement and Supply Chain Policy. Additionally, a new Customer Experience (CX) Policy was drafted and is awaiting approval from the Executive Committee. Overall, these updates demonstrate JHC's ongoing commitment to reducing risk, maintaining integrity, and promoting accountability throughout all operations.

Integration with IT and Compliance Systems

JHC's governance improvements were further strengthened through better integration of its IT and compliance systems. JHC also improved its IT governance by deploying a stronger security architecture and data-protection framework, enhancing cyber resilience and protecting key information systems to support its overall governance maturity.

Addressing Challenges and Misconduct

Aligned with its zero-tolerance policy on corruption and misconduct, JHC took decisive action against unethical behaviour during what was one of the organisation's most challenging governance periods in recent years. In mid-2024, internal governance processes uncovered fraud and financial irregularities involving several employees. Each matter was thoroughly investigated in line with due process, and disciplinary proceedings were executed, resulting in the dismissal of implicated staff members. These actions reaffirmed JHC's commitment to accountability and ethical conduct at all levels of the organisation.

Following these events, JHC undertook an organisational restructure to strengthen governance and internal control. Although this process was complex and sensitive, it has already started delivering positive results, with clearer reporting lines, improved oversight mechanisms, and renewed confidence among staff. This organisational restructuring will continue as an integral part of the 2025/2026 strategy. To further embed a culture of integrity, the organisation has introduced routine polygraph testing across all employee levels, ensuring that every staff member upholds JHC's values of honesty and accountability.

Commitment to King IV and Integrated Thinking

JHC continues to adhere to the principles of the King IV Code of Corporate Governance, ensuring alignment with South African best practices. To enhance clarity and transparency for stakeholders, Annexure 1 outlines each of the King IV principles and explains how JHC applies them in practice. This structured approach enables stakeholders to track progress over time and supports ongoing improvement.

Simultaneously, the organisation has strengthened its practice of integrated thinking, recognising the interdependencies among financial, social, environmental, and human capitals. As part of this process, JHC has created an ESG framework, establishing a basis for structured ESG reporting and the incorporation of sustainability considerations into strategy, performance, and risk management (Annexure 2). This represents a significant progression in JHC's governance, positioning the organisation to better meet stakeholder expectations, enhance its fundraising capability, and ensure future readiness for potential JSE listing in alignment with global reporting standards.

Transformation and Accountability

JHC maintained a Level 2 B-BBEE status at the start of the 2024 financial year, falling to Level 4 as of 30 June 2025. This decline was due, in part, to fewer points for skills development following the promotion of Previously Disadvantaged learners to full-time positions, which left gaps in the learnership programme that have yet to be filled. Another contributing factor was the dismissal of several black-owned suppliers after an investigation into corrupt practices in 2024/25, resulting in lower Enterprise Development spend for the reporting period. JHC is actively addressing these and other gaps and remains committed to restoring its Level 2 B-BBEE status in the next financial year.



3.2. Risks and Mitigations

JHC operates within a complex and constantly changing risk environment influenced by macroeconomic fluctuations, instability in municipal services, and sector-specific social issues. Consistent with King IV governance principles, JHC upholds a comprehensive, organisation-wide risk management framework, embedding risk considerations into both strategic planning and daily operations.

The Risk Register acts as a living document and is updated quarterly by management. Revisions and emerging risks are reviewed by the Audit Committee and the Board, ensuring that exposures, control effectiveness, and mitigations are continuously monitored, with material developments escalated through the governance structure.

Strategic Risks

At a strategic level, six principal risks were identified in 2024/25. Most remain consistent with the previous period, with residual ratings reflecting external conditions rather than control weaknesses. Key movements are summarised below.

● Macroeconomic and Revenue Risk

Persistent inflation, volatility in interest rates, and rising utility tariffs have decreased tenant affordability, leading to higher arrears and increased vacancy pressures. This risk remains significant and is managed through stricter tenant screening, improved arrears management, and targeted pricing adjustments supported by proactive communication with residents.

● Municipal Service Failures

Ongoing decline in local government performance – including billing delays, outages, and infrastructure failures – poses operational and reputational challenges largely beyond management’s control. Mitigation measures involve active engagement with municipal authorities, participation in industry organisations (e.g., NASHO, Jozi My Jozie), and investment in renewable energy and borehole solutions to lessen reliance on unreliable services.

● Liquidity Risk

Liquidity pressures, worsened by delays in selling underperforming properties and slower-than-expected rental recovery, continue to challenge cash-flow resilience. JHC manages this through strict cash-flow monitoring, negotiations with lenders, and disciplined allocation of disposal proceeds towards debt reduction and capital investment.

● Ageing Property Portfolio

A significant proportion of JHC's assets need refurbishment or structural maintenance. Preventative maintenance and asset preservation programmes are being undertaken to prolong asset lifespan, minimise emergency repairs, and prioritise projects with the greatest operational and financial benefits.

● Loss of Key Talent and Leadership Continuity

Leadership transitions and sectoral skills shortages pose continuity risks. Mitigation involves succession planning, investment in leadership development, structured handovers, and active engagement at all management levels.

● Product Excellence and Competitiveness

New entrants offering modern finishes at lower rents challenge JHC's market share. Responses include brand-strengthening campaigns, tenant-retention incentives, improved service quality, and the rollout of digital platforms to enhance communication and responsiveness.

Operational Risks

Operational risks mainly reflect strategic themes but concentrate on business-process and compliance vulnerabilities.

● Regulatory and Compliance Risk

Failure to comply with building, fire, lift, and data-protection standards (POPIA, PAIA) can lead to penalties or loss of accreditation. JHC addresses this through policy updates, external compliance providers, and ongoing staff training.

● Information Technology, Privacy and Cybersecurity

Data breaches or connectivity failures could interrupt vital systems. Mitigation measures include cloud-based backups, intrusion-detection systems, two-factor authentication, cybersecurity awareness education and POPIA training for all employees.

● Supply Chain and Procurement Integrity

Risk of supply chain fraud, procurement collusion, or poor contract management are reduced through strengthened procurement oversight, quarterly performance reviews, and a whistle-blowing framework.



● Employee Fraud and Corruption

JHC has a Business Style and Work Ethic Policy, Human Resources Policy and a Whistleblowing Protected Disclosures Policy. The Whistleblower (Vuvuzela) Hotline is available to all staff, suppliers and tenants, and anti-corruption messages are advertised throughout JHC headquarters and in employees email signatures. The Social and Ethics Committee receives quarterly updates on anything reported through the Hotline; and these reports are included in the Compliance Report to the Board.

● Tenant and Community Unrest

Social unrest, illegal occupations, and site invasions remain external threats. Preventative measures include enhancing physical security, partnerships with local law enforcement and community groups, and comprehensive disaster management protocols. There is also a risk that unresolved tenant issues will escalate, which is mitigated by the Rental Housing Tribunal Process, which allows tenants to lodge complaints and facilitates a mediated resolution process.



SUMMARY AND OUTLOOK

Overall, JHC's risk-exposure profile remains stable but elevated, reflecting systemic pressures in the inner city housing sector rather than deterioration in internal controls. The company continues to focus on building financial resilience, diversifying funding sources, modernising systems, and investing in human capital and portfolio-preservation initiatives to mitigate long-term vulnerabilities.

The quarterly review process, overseen by the Audit Committee, ensures that emerging risks are quickly identified, assessed, and managed in line with JHC's strategic objectives.

ALLEVIATING RISK – THE HILLBROW EKHAYA IMPROVEMENT DISTRICT

The transformation of Hillbrow into a more liveable and connected neighbourhood is one of Johannesburg's most notable examples of community-led renewal. The initiative was launched by JHC in the early 2000s in collaboration with Josie Adler, a prominent community organiser and a leader in precinct-based regeneration.

Over time, the Ekhaya Neighbourhood Programme evolved into Hillbrow Ekhaya Improvement District, one of Johannesburg's most ambitious CIDs. As a result of its strong reputation, the organisation has expanded from just two JHC buildings - Constantine and Lake Success - to include over 80 residential properties, managed in collaboration between landlords, NGOs, schools, and the CoJ.

Today, this initiative is led by Ms Bafikile Mkhize, Manager of the Hillbrow Ekhaya Improvement District and long-time Coordinator of the Ekhaya Neighbourhood Programme. Formerly a Community Development Facilitator (CDF) with MAM, Bafikile transitioned from her role at JHC to help establish the Improvement District when the organisation expanded its community development model beyond its own portfolio. She credits JHC with providing her both the opportunity and the skills to do so.

“JHC planted the seed,” she says. “They were the visionaries of the neighbourhood.”

Under Ms Mkhize's leadership, the Improvement District now provides safety patrols, street cleaning, and maintenance services that complement city operations, while also promoting social and community programmes in collaboration with JHC and other partners such as MES GROW and the Sihlanzi Joburg clean-up campaign initiated by MAM.

Looking ahead, the Hillbrow Ekhaya Improvement District aims to grow its membership and strengthen collaboration with the CoJ, building on its reputation as a “learning hub” for effective urban management.



Bafikile Mkhize - Manager of the Hillbrow Ekhaya Improvement District outside Sylvadale Apartments



3.3. JHC Board of Directors

Decision-Making and Accountability

Strategic oversight is exercised by JHC’s Board of Directors, which delegates specific responsibilities to its committees to ensure focused governance and effective control. Operational decision-making lies with the Executive Management Committee (Exco), chaired by the CEO, responsible for translating Board directives into action and coordinating delivery across JHC’s housing, community development, finance, human resources, and compliance functions.

Accountability is reinforced through structured reporting lines and quarterly performance reviews, supported by internal control systems overseen by the Audit subcommittee and Risk functions. This governance model ensures that decision-making remains transparent, evidence-based, and aligned with JHC’s social mandate.

Members of the Board

The JHC Board offers strategic leadership and governance oversight to ensure that JHC continues to provide affordable and respectable housing in Johannesburg. Reflecting a diversity of race, gender, and professional experience, the Board brings extensive expertise in finance, property management and development, governance, law, construction, and community development. This combination of skills allows the Board to make well-rounded decisions that align JHC’s operations with its social mission and long-term sustainability.

Chaired by an independent non-executive director, the Board meets quarterly and as necessary to address urgent matters. With ten independent non-executive directors and two executive directors, the Board maintains a balance of independence and operational insight.

BENJAMIN NOKANENG
CHAIRMAN & NON-EXECUTIVE MEMBER



Year of appointment: 2010

Benjamin is a recognised real estate expert with an established a career in property, investment, and financial services. He brings extensive leadership experience in structuring housing and real estate portfolios and provides strategic oversight and governance expertise to the JHC. Since joining the Board, Benjamin has played a vital role in shaping its strategic direction and ensuring proper oversight of operations. In addition to his role as Chairman of the JHC, he serves as the CEO of Motja Advisory and Consulting, is the Chairman of Set Square Development, and is the founding chairman of ART-M Investments.

SILINDOKUHLE CHAMANE
NON-EXECUTIVE MEMBER



Year of appointment: 2018

Silindokuhle has built her career in finance and investment management, focusing on sustainable growth. As a JHC Board member, she provides strong financial oversight and advocates for the organisation’s commitment to ethical and responsible management.

MZOMHLE NYENJANA
NON-EXECUTIVE MEMBER



Year of appointment: 2015

Mzomhle serves as Chief Financial Officer at Kagiso Trust and is a qualified Chartered Accountant with prior experience at PwC. He has extensive expertise in financial management, governance, and social investment, supported by his participation on various boards. At JHC, Mzomhle applies his financial knowledge and governance insights to enhance reporting, compliance, and sustainability.

SAM MOKOROSI
NON-EXECUTIVE MEMBER



Year of appointment: 2017

Sam is the Head of Deals and Origination at the Johannesburg Stock Exchange, where he oversees key functions in capital raising and market development. His previous positions include leadership roles at International Housing Solutions, Standard Bank, Cadiz Corporate Finance, Vunani Corporate Finance and Quartile Capital. With a background in housing finance and investment, private equity and the bond market, he provides valuable insights into corporate finance, governance, and capital markets. His expertise strengthens JHC’s capacity to manage financial oversight and sustain investor confidence.

BISHNEN KUMALO
NON-EXECUTIVE MEMBER



Year of appointment: 2018

Bishnen is the Co-Founder and CEO of DigiSquad South Africa, where she has played a key role in promoting digital innovation and developing business solutions for clients across various sectors. She brings a strong background in entrepreneurship, technology, and business leadership to JHC. Her expertise supports the Board’s oversight of innovation, digital transformation, and tenant engagement initiatives.

PRECIOUS MULAUDZI
NON-EXECUTIVE MEMBER



Year of appointment: 2024

Precious is the Founder and Director of Manubi Contractors & Consulting Services, a Quantity Surveyor with extensive expertise in construction, infrastructure delivery, mining contracting and project management. She is passionately committed to transformation and ESD programs aiding small business growth within the sector. At JHC, she shares her industry knowledge and entrepreneurial insights to steer sustainable property development and maintenance strategies.

ROBERT GIURICICH
NON-EXECUTIVE MEMBER



Year of appointment: 1996

Robert is a recognised authority in South Africa’s construction industry, with an impressive track record spanning over 50 years. He led various Giuricich Bros. Construction and Property companies as CEO until 2004 and played an influential role as an Executive Member of the Master Builders South Africa. Since joining the JHC Board, he has utilised his extensive construction expertise to help strengthen the organisation’s asset management and housing delivery.

NONKQBELA MALIZA
NON-EXECUTIVE MEMBER



Year of appointment: 2013

Nonkqabela is the Executive Director of Corporate & Government Affairs at Volkswagen Group Africa, where she leads the portfolios of Transformation, Government & Stakeholder Relations, and Corporate Social Investment. She also serves as Chair of the Volkswagen B-BBEE and Volkswagen Community Trusts. Nonkqabela brings extensive board and leadership experience in both the public and private sector. Her expertise lies in strategy development, corporate governance, public policy, local economic and supplier development, leadership and talent development, and stakeholder relations.

JILL STRELITZ
NON-EXECUTIVE MEMBER



Year of appointment: 2008

Jill is an experienced leader in the affordable housing and impact investment sector. She serves as Non-Executive Director of Novo Impact Fund, TUHF21, Umastandi and the TUHF Foundation. With broad experience in housing finance and social impact investment, she offers deep expertise in sustainable funding models and governance to the JHC Board.

VIWE LANDU
NON-EXECUTIVE MEMBER



Year of appointment: 2024
Resigned: April 2025

Viwe is the Founder and CEO of Lenhle Quantity Surveyors, with extensive expertise in construction cost management and infrastructure delivery. As an entrepreneur and industry leader, she provided valuable insights into efficient resource utilisation and project oversight. Her contribution to the JHC Board enhanced oversight of property development and operational sustainability.

ELIZE STROEBEL
EXECUTIVE MEMBER



Year of appointment: 2009

Elize is the Chief Executive Officer of the JHC. She has extensive leadership experience in affordable housing, with a proven record of guiding the organisation through complex financial, social, and operational environments. Appointed CEO in 2009, she has extensive experience in the social housing sector and plays a key role in shaping JHC’s strategic direction and ensuring the delivery of its mission to provide safe, affordable, and dignified housing.

THATO MAKHAPHA
EXECUTIVE MEMBER



Year of appointment: 2024

Thato is the Chief Financial Officer of JHC. She has more than ten years’ experience spanning audit, financial management, and the property sector. She plays a pivotal role in driving the organisation’s financial strategy, overseeing performance management, and strengthening internal controls. Her leadership supports JHC’s mission of maintaining a resilient, well-governed, and sustainable housing portfolio.



3.4. BHC Board of Directors

Brickfields Housing Company (BHC) was established within the JHC Group in 2002 as a special-purpose vehicle to develop and manage the Brickfields housing complex in Newtown – comprising Brickfields, Legae, and Phumulani – and, more recently, Heritage View and Clarence Court, which now form part of the BHC portfolio.

BHC is a wholly owned subsidiary of JHC. It operates under its own Board of Directors, appointed by the JHC Board, and functions in accordance with JHC’s governance framework and the requirements of the SHRA.

The Board provides strategic and operational oversight for the management of its portfolio, ensuring that maintenance standards, tenant experience, and financial compliance align with Group objectives.

Decision-Making and Accountability

The BHC Board delegates operational responsibilities to the JHC Exco and receives quarterly performance and compliance reports through the Group’s governance structure. The Board meets quarterly and is chaired by Mr Robert Giuricich.

BHC Board Composition

The BHC Board comprises five members– four non-executive and two executive members – reflecting diversity in race, gender, and professional expertise.

Board Members

- | | |
|--|---|
| • Mr Robert Giuricich (Chair & Non-Executive Member) | • Ms Viwe Landu (Non-Executive Member, resigned April 2024) |
| • Mr Benjamin Nokaneng (Non-Executive Member) | • Ms Elize Stroebel (Executive) |
| • Mr Mzomhle Nyenjana (Non-Executive Member) | • Ms Thato Makhapha (Executive) |

3.5. MAM Board of Directors

MAM is a registered NPO and public benefit organisation within the JHC Group. Its PBO status enables donors who provide funding to MAM to deduct the sum of their donations from their taxable income. MAM operates under its own Board of Directors, appointed by the JHC Board, in compliance with the Companies Act (71 of 2008) and the NPO Act.

Decision-Making and Accountability

The MAM Board was established to strengthen JHC’s focus on social development, community resilience, and sustainability. It provides strategic oversight of social programmes, including youth and child development, adult development, tenant support services, and neighbourhood development, ensuring alignment with the broader Group mission and funding requirements of donors and partners.

The Board meets quarterly and is chaired by Mr Sam Mokorosi, with Ms Elize Stroebel serving as the executive representative.

MAM Board Composition

The MAM Board comprises nine members, including six non-executive and three executive members, bringing expertise in finance, social development, law, governance, and community relations.

Board Members

- Mr Sam Mokorosi (Chair and Non-Executive Member)
- Ms Shirley Moulder (Non-Executive Member)
- Ms Nompumelelo Mabece (Non-Executive Member)
- Ms Sarah Maphoto-Papi (Non-Executive Member)
- Ms Evelyn Mabhunu (Non-Executive Member)
- Ms Nonkqubela Maliza (Non-Executive Member)
- Ms Elize Stroebel (Executive)
- Mr Lungisani Ntuli (Executive)
- Ms Thato Makhapha (Executive)

Board Diversity Overview

The Boards of JHC, BHC, and MAM reflect the Group’s commitment to inclusive and representative governance. Collectively, the Boards demonstrate strong diversity in race, gender, age, and tenure, ensuring balanced perspectives and robust oversight. This combination of experienced and emerging leaders supports effective decision-making, continuity, and transformation across the Group’s governance structures.

BOARD	RACE				GENDER		AGE (YEARS)			TENURE (YEARS)		
	B	C	I	W	M	F	<30	30-50	>50	<5	5-10	>10
JHC	9	0	0	3	4	8	0	7	5	3	4	5
BHC	3	0	0	2	3	2	0	2	3	1	3	1
MAM	7	0	0	2	2	7	0	5	2	4	1	4



3.6. Board Committees

To improve effectiveness and accountability, the Board delegates specific functions to specialised committees. These committees provide focused oversight, evaluate management performance, and make recommendations to the full Board.

The following committees were active during the 2024/25 financial year.

Audit Committee

The Audit Committee is comprised of four independent non-executive directors of JHC's Board. JHC's CEO, CFO, Management Accountant, and Compliance Manager as well as the appointed auditors attend meetings as invitees and not as committee members.

The Audit Committee has access to all financial information and may consult with the internal and external auditors directly. The Committee meets quarterly and operates within the limits set down in the Memorandum of Incorporation and the Companies Act.

The Committee is responsible for ensuring that:

- Adequate accounting records are maintained.
- An effective system of internal and risk management control exists and is implemented.
- A risk governance strategy and policy are in place and monitored.
- The company is able to meet its present and future needs and obligations.
- Reporting by the company is comprehensive and reliable.
- The JHC Group complies with the principles of good governance.

In addition to its primary responsibilities above, the Committee is further responsible for:

- Nominating the auditors for appointment and confirming the independence of the auditor.
- Recommending, appointing, and overseeing the external audit process, including nominating the auditors for appointment and ensuring their independence.
- Determining and approving the provision of any non-audit services to be conducted by the auditors.
- Providing comment on the company's financial statements, accounting practices, and compliance with relevant legislation, as well as its internal financial management.
- Approving the annual financial statements and recommending their adoption to the Board.
- Reviewing risk management progress, process, and effectiveness, and monitoring key risks.

Audit Committee

Chairperson - **Mzomhle Nyenjana**

Members - **Samuel Mkorosi, Silindokuhle Chamane, Bishnen Kumalo**

Remuneration Committee

The Remuneration Committee is comprised of independent non-executive directors. The Committee meets at least twice a year, and its mandate is limited by the JHC's Memorandum of Incorporation. Committee members are entitled to access any of the information, documents, and recorded discussions of the Remuneration Committee.

The Remuneration Committee is responsible for:

- Reviewing and making recommendations to the Board on remuneration and service contract matters.
- Ensuring the development and ratification of policies and documentation related to remuneration and conditions of service.
- Approving and authorising executive salary packages and changes per individual.
- Authorising the annual salary budget and incentive bonus.
- Balancing the mandates of the Board and the confidentiality of staff conditions of service.
- Developing and motivating remuneration and conditions of service proposals that demonstrate the nature of the policy and the financial implications for the company, to the Board for consideration.

Remuneration Committee

Chairperson - **Robert Giurich**

Members - **Nonkubela Maliza, Jill Strelitz, Bishnen Kumalo, Precious Mulaudzi**

Social & Ethics Committee

Members of the Social and Ethics Committee are the independent non-executive directors of JHC's Board. JHC's CEO, CFO and the MAM General Manager attend meetings as invitees and not as committee members. The Committee meets at least once a year and operates under the direction and scope of the Companies Act.

The Social and Ethics Committee is responsible for:

- Ensuring compliance with the formal mandate approved and reviewed annually by the Board.
- Developing an annual work plan including, but not limited to, oversight and reporting on JHC ethics, corporate citizenship, sustainable development, and stakeholder relationships.

Social & Ethics Committee

Chairperson - **Nonkubela Maliza**

Members - **Samuel Mokorosi, Mzomhle Nyenjana, Viwe Landu**

Investment Committee

The Investment Committee has six members, including JHC's CEO and five independent non-executive directors. The CFO attends Committee meetings as an invitee. The Committee meets ad hoc, and its mandate is limited by the JHC's Memorandum of Incorporation.

The Investment Committee is responsible for:

- Approving new projects or programmes within the defined levels of authority prescribed in the Finance Policy.
- Approving capital expenditure within the defined levels of authority prescribed in the Finance Policy.
- Approving investments within the parameters of the Treasury Policy approved by the Board.
- Examining all investment proposals and recommending decisions to the Board.

Investment Committee

Chairperson - **Samuel Mokorosi**

Members - **Benjamin Nokaneng, Robert Giurich, Silindokuhle Chamane
Precious Mulaudzi, Elize Stroebel (Executive)**

Information Technology (IT) Committee

Members of the IT Committee are independent non-executive directors of JHC's Board. Permanent invitees are also required to attend IT Committee meetings. These include the CEO, CFO and IT Executive. Additional invitees receive invitations to report on matters and contribute to discussions as and when required.

The Committee meets quarterly and is governed by JHC's Memorandum of Incorporation regulating the meetings and proceedings of directors and committees.

The IT Committee is responsible for:

- Developing an annual work plan to maintain JHC's information technology infrastructure, and recommending strategies for JHC to take advantage of the changing ICT landscape.
- Monitoring JHC's information technology activities, having regard to any legislation, legal frameworks, and prevailing codes of best practice.

Information Technology (IT) Committee

Chairperson - **Bishnen Kumalo**

Members - **Silindokuhle Chamane, Mzomhle Nyenjana, Benjamin Nokaneng, Viwe Landu**



ATTENDANCE

BOARD OF DIRECTORS - ATTENDANCE | JULY 2024 - JUNE 2025

	IC - Cap Rates Discussion	IT Committee	Audit Committee AFS	BHC Board	JHC Board	Remco	Social & Ethics	Investment Committee	Special JHC Board Meeting	BHC Board	JHC Board	IT Committee
	14-Aug-24	05-Sep-24	11-Sep-24	25-Sep-24	25-Sep-24	11-Oct-24	14-Oct-24	30-Oct-24	22-Nov-24	27-Nov-24	27-Nov-24	10-Dec-24
Chamane, S	Yes	Yes	Yes	n/a	Yes	n/a	n/a	Yes	Yes	n/a	Yes	Yes
Giuricich, R	Yes	n/a	n/a	Yes	Yes	Yes	n/a	Yes	Yes	Yes	Yes	n/a
Kumalo, B	Yes	Yes	Yes	n/a	0	Yes	n/a	n/a	Apology	n/a	Yes	Yes
Maliza, N	n/a	n/a	n/a	n/a	Apology	Yes	Yes	n/a	Yes	n/a	Yes	n/a
Makhapha, T	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mokorosi, S	Yes	n/a	Yes	n/a	Yes	n/a	Yes	Apology	Yes	n/a	Yes	n/a
Nokaneng, B	Yes	Yes	n/a	Yes	Yes	n/a	n/a	Yes	Yes	Yes	Yes	Yes
Nyenjana, M	Yes	Yes	Yes	Yes	Yes	n/a	Yes	n/a	Apology	Yes	Yes	n/a
Strelitz, J	n/a	n/a	n/a	n/a	Yes	Yes	n/a	n/a	Yes	n/a	Yes	n/a
Landu, V	n/a	Yes	n/a	Yes	Yes	n/a	Yes	n/a	Apology	Yes	Apology	Apology
Mulaudzi, P	Yes	n/a	n/a	n/a	Yes	Yes	n/a	Yes	Yes	n/a	Yes	n/a
Stroebel, E	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes

	Investment Committee	Social & Ethics	JHC Board Strategy Session	IT Committee	Special Investment Committee	BHC Board	JHC Board	Audit (Planning)	JHC Investment	Audit (Budget)	BHC Board (Budget)	JHC Board (Budget)
	12-Mar-25	12-Mar-25	07-Apr-25	09-Apr-25	15-Apr-25	30-Apr-25	30-Apr-25	14-May-25	14-May-25	18-Jun-25	25-Jun-25	25-Jun-25
Chamane, S	Yes	n/a	Yes	Yes	Yes	n/a	Yes	Yes	Yes	Yes	n/a	Yes
Giuricich, R	n/a	n/a	Yes	n/a	n/a	Yes	Yes	n/a	n/a	n/a	Yes	Yes
Kumalo, B	n/a	n/a	Yes	Yes	n/a	n/a	Yes	Yes	n/a	Apology	n/a	Yes
Maliza, N	n/a	Yes	Apology	n/a	n/a	n/a	Yes	n/a	n/a	n/a	n/a	Yes
Makhapha, T	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Mokorosi, S	Yes	Yes	Yes	n/a	Yes	n/a	Yes	Yes	Yes	Yes	n/a	Yes
Nokaneng, B	Yes	n/a	Yes	Yes	Yes	Yes	Yes	n/a	Yes	n/a	Yes	Yes
Nyenjana, M	n/a	Yes	Yes	Yes	n/a	Yes	Yes	Yes	n/a	Yes	Yes	Yes
Strelitz, J	n/a	n/a	Yes	n/a	n/a	n/a	Yes	n/a	n/a	n/a	n/a	Yes
Landu, V	n/a	Yes	Apology	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a
Mulaudzi, P	Yes	n/a	Yes	Apology	Yes	n/a	Yes	n/a	Yes	n/a	n/a	Yes
Stroebel, E	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes



3.7. Executive Committee

JHC management is responsible for the implementation of the Group’s approved strategy in the daily operations of the business. The roles and responsibilities of each executive function are provided in the respective work profiles and contracts.

The JHC Executive Committee includes the following members:

Ms Elize Stroebe (Chief Executive Officer)

Ms Thato Makhapha (Chief Financial Officer)

Ms Lindi Malinga (Customer Relations Executive)

Mr Tumi Pambo (Information Technology Executive and Acting Property Executive)

Mr Lungisani Ntuli (MAM General Manager)

3.8 Remuneration and Incentives

JHC’s approach to remuneration and incentives is guided by the principles of fairness, transparency, and alignment with organisational performance and stakeholder value creation. The Board and Executive Management recognise that investing in people is essential to delivering JHC’s long-term mandate as a social housing provider. Accordingly, remuneration and incentives are designed to reward performance, support employee wellbeing, and enhance skills development while ensuring financial sustainability.

DIRECTOR AND EXECUTIVE REMUNERATION

The remuneration of the Board of Directors and Executive Management is set according to JHC's Remuneration Policy, which aims to attract and retain skilled leaders capable of guiding the organisation towards sustainable impact.

Non-Executive Directors: Non-Executive Director's fees are determined at the Annual General Meeting for each subsidiary of the JHC Group. While the fees may be adjusted in line with the financial performance of the company, they are not directly linked to performance in relation to delivery of a sustainability strategy or management of our impacts on people, the environment and the economy. This maintains independence and objectivity in their oversight role.

Executive Directors and Senior Management: Senior executives are remunerated on a total cost to company basis, with an annual incentive bonus paid based on both the company and individual achieving a prescribed minimum performance score. Senior executives' performance assessments incorporate KPIs relating to financial and operational metrics. Environmental metrics are not assessed currently.

INCENTIVE AWARDS

During the year under review, JHC reinstated its quarterly staff incentive awards programme. These awards recognise employees who exemplify JHC's values in practice and who have made significant contributions through collaborating with colleagues, delivering beyond their normal scope of work, and consistent excellence in query handling. The awards act not only as recognition of individual performance but also as a reinforcement of the values-driven culture that underpins JHC's success.

LINK TO VALUE CREATION

Remuneration and incentives at JHC are not viewed as costs but as investments in people that directly contribute to value creation. By recognising performance, supporting education, and providing access to competitive benefits, JHC strengthens its ability to deliver affordable, dignified housing. Motivated and well-supported employees enhance service delivery, increase tenant engagement, and help ensure the organisation remains sustainable and resilient.

BURSARY ALLOCATIONS AND SKILLS DEVELOPMENT

JHC continues to prioritise education and professional development as a key pillar of its human capital strategy and reward framework. During the year, bursary allocations supported staff members, reinforcing the organisation's commitment to lifelong learning and capacity building. These initiatives form part of JHC's broader approach to talent retention and transformation, supporting skills development in line with B-BBEE objectives.

Training and learning activities are further supported through the Talent Learning Management System (LMS), which provides structured, accessible development opportunities for all employees. Together, these initiatives strengthen organisational capacity and ensure alignment between people development and JHC's long-term sustainability goals.

3.9. Emerging Issues

JHC is observing several emerging issues that could alter its risk profile, operational environment, or stakeholder expectations in the coming years. These issues are not all incorporated into the formal risk register yet, but are already apparent in operational and departmental close-out reports for 2024/25.

Emerging Issue	Description	Strategic Response
Digital adoption and capacity	Rapid deployment of systems (MRI stabilisation, MyJHC App, LMS, fines automation) has created strong foundations, but uneven adoption by staff and tenants could limit value.	Expand digital literacy training, strengthen vendor integrations, and set clear adoption metrics to ensure systems are fully embedded.
Enforcement consistency	Concerns around consistent application of fines, disciplinary action, and security protocols. Inconsistent enforcement could undermine compliance culture and weaken deterrence.	Strengthen process oversight, embed cross-departmental SOPs, and review enforcement data quarterly to ensure discipline is sustained.
Lifestyle audits and integrity checks	Polygraphs and lifestyle audits were introduced as deterrence tools, but cultural embedding and staff perceptions remain sensitive.	Continue annual rollout, pair with ethics refreshers, and monitor impact on organisational trust and integrity climate.
Tenant tribunal abuse	Rising cases of tenants escalating disputes to tribunals to delay arrears or avoid enforcement actions. This is increasing legal complexity and costs.	Enhance litigation preparedness, train managers in tribunal processes, and monitor patterns to refine tenant engagement strategies.
Mental health and wellbeing demand	EAP usage shows high demand: depressive symptoms, burnout, and grief represent significant proportions of cases, with seven high-risk incidents reported in 2024/25.	Expand EAP capacity, prioritise proactive wellbeing initiatives, and integrate mental health into HR risk monitoring and reporting.
Post-COVID behavioural shifts	Tenant behaviours have shifted, with affordability pressures driving churn, and engagement patterns differing from pre-COVID norms.	Recalibrate tenant retention strategies, adapt community engagement models, and track affordability drivers in the new operating context.

These emerging issues demonstrate the dynamic environment in which JHC operates. By actively monitoring such developments through management forums and Exco oversight, JHC can identify shifts early, incorporate them into its risk management framework, and modify strategies before they become material risks.

30 YEARS OF BUILDING

REIMAGINING NEWTOWN – THE BRICKFIELDS PROJECT

Once a neglected industrial area on Johannesburg's western edge of the CBD, Newtown has been transformed into one of the city's most lively mixed-use districts, with JHC taking a lead role in that renewal. The notable Brickfields development completed in 2005, marked the beginning of Newtown's urban revival and now stands as a model of sustainable, inclusive city development.

Developed by JHC in partnership with the Department of Housing, Anglo American, AngloGold, Blue IQ, the Gauteng Partnership Fund, ABSA and the National Housing Finance Corporation (NHFC), Brickfields was the first large-scale residential development in Newtown in over 40 years. The R98 million project was delivered in phases, with the first phase (Brickfields and Legae) yielding approximately 650 housing units, followed by Phumulani with another 180 units. Accommodating families, young professionals, and essential service workers across diverse income levels, this mixed-income model – the first of its kind in Johannesburg's inner city – demonstrated how public-private collaboration could create viable, affordable, and dignified housing at scale.

The Brickfields development formed a key component of the Newtown Urban Design Framework, part of

the inner-city regeneration plan for Johannesburg at the time. Historically, Newtown had always been a multi-cultural and multi racial area due to its origins as a settlement that served the nearby emerging mining village. The settlement became known as Brickfields due to the local clays along the Fordsburg Spruit that were used to make bricks. By 1890, it had become a shantytown where local families and immigrants found shelter.

In 1904, the settlement was razed to the ground on the pretext of the unsanitary conditions and renamed Newtown, and the site was used for the construction of an abattoir. Years later after the abattoir was relocated, the site was purchased by the Post Office but it was not developed and so laid vacant for many years. Based on its original residential use, it was fitting that the new Brickfields rose from the derelict site to form a new, multi-cultural residential development.

The design of Brickfields reconstructed the area's traditional street grid and industrial architecture, while also establishing landscaped courtyards, secure pedestrian zones, and integrated retail spaces. These elements contributed to restoring a sense of community and connectivity in a neighbourhood that had long been in decline. Beyond the physical refurbishment,

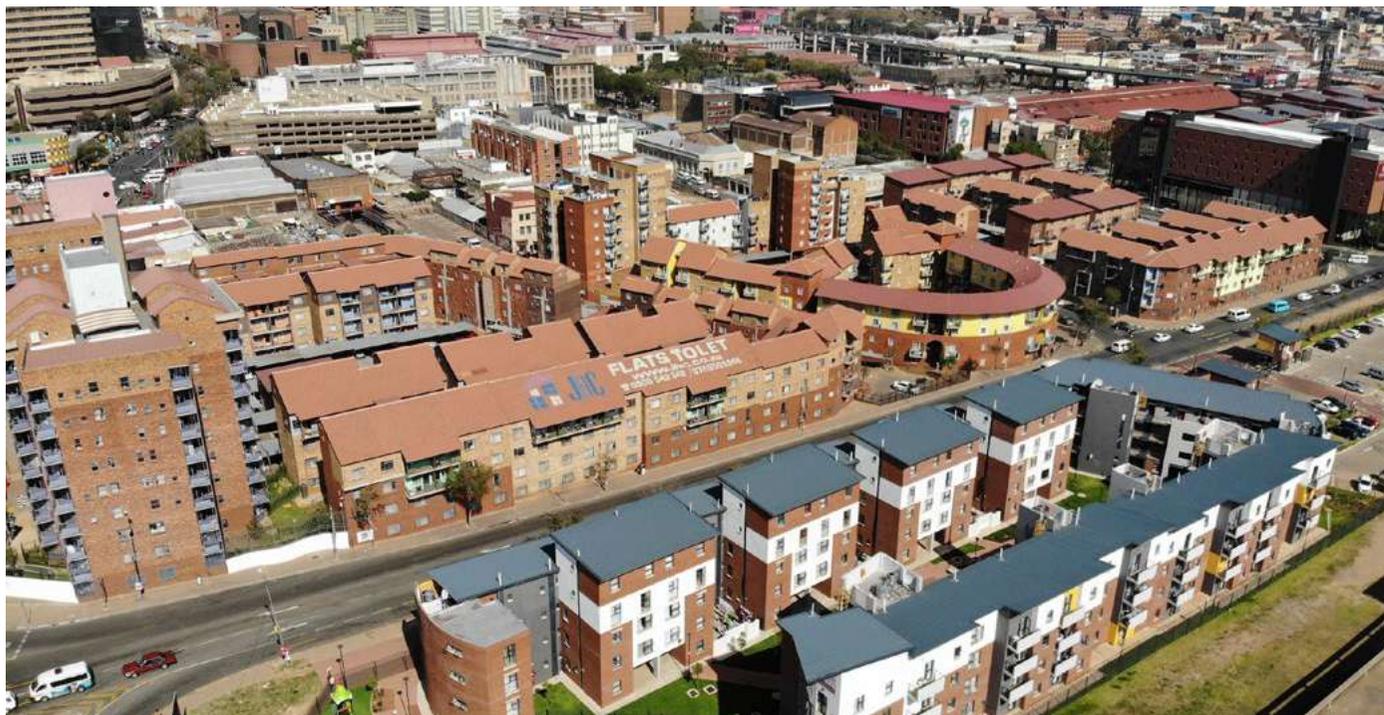
the project encouraged local enterprise, created construction jobs, and promoted cultural investment, becoming the cornerstone for wider precinct renewal initiatives, including the Newtown Junction Mall and subsequent cultural hubs.

Brickfields' success gained national and international recognition – including being shortlisted for the World Habitat Awards (2005) – and served as a proof of concept for mixed-income housing within South Africa's Breaking New Ground policy framework. Nearly two decades on, the precinct remains a prime example of how social housing can foster inclusive urban regeneration, with JHC at the centre of that achievement.

The Brickfields precinct, comprising three buildings – Brickfields, Legae and Phumulani – was extended with the addition of Heritage View in 2017, located between Brickfields and the iconic heritage structure of the Old Park Station. Looking ahead, JHC's focus on Newtown will continue as it expands its footprint further: plans for Heritage View West are in an advanced stage, with more developments planned for JHC-owned land neighbouring Brickfields, Legae and Phumulani to the south - evidence that JHC is definitely **"Here to Stay"** in Newtown.

THE BRICKFIELDS PROJECT

JHC'S FOOTPRINT IN THE REVIVED NEWTOWN DISTRICT



STRATEGY AND PERFORMANCE

04

STRATEGY AND PERFORMANCE

4.1. Strategic Direction

4.2. Strategic Opportunities

4.3. Performance Against Strategy

4.3. Delivering Impact Through MAM

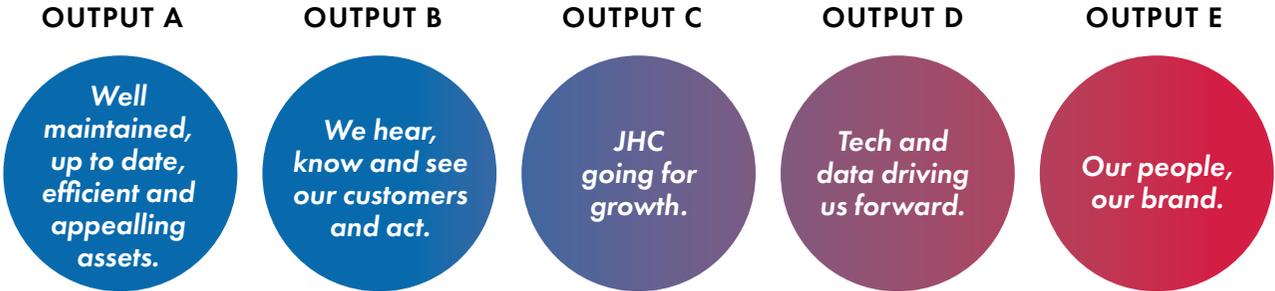
4.4. Outlook



4.1. Strategic Direction

Long and short-term strategic objectives

JHC’s long-term strategic goal is to position the organisation as a landlord and employer that cares with well-maintained, efficient and appealing assets, a strong focus on growth, and driven forward by technology and data. Five broad outputs were identified as fundamental to achieving this objective, and these correlate broadly to actions that will enhance value creation across the six capitals.



Within each output, thirteen outcomes were identified as levers for delivery, distributed across the five-year period spanning 2023 to 2027. In each year of the five-year strategic cycle, a one-year strategic and operational plan brings effect to these outcomes through specific activities and projects.

JHC’s strategic and operational plan for 2024/25 emphasised the importance of affordable housing delivery in the context of an embattled inner city. This strategy sharpened execution in four areas: product excellence, process reliability, people behaviours and financial stability.

JHC assessed its performance across its four priority areas and identified the following **opportunities for improvement:**

- Creating more tailored solutions for our customers;
- Increasing our energy and water security;
- Reviewing and strengthening our systems, processes and procedures in an increasingly data-driven environment;
- Improving query management;
- Strengthening our internal communication and connection between staff; and
- Stringent cost management.

Out of this assessment, 33 strategic activities were established for the 2024/25 financial year. Progress against these activities was monitored on a monthly and quarterly basis, with adjustments made where necessary to stay aligned with strategic goals.

Strategic adjustments and resourcing

The year under review represented the halfway mark in the five-year strategy, and while much progress has been made, contextual factors have necessitated some adjustments. Affordability constraints amongst the tenant base post-COVID led to elevated vacancy rates and thus lower revenue and cash flows in the first year of the five-year cycle, shifting JHC's focus towards portfolio consolidation and optimisation ahead of growth.

A building disposal strategy, conceived in 2023, will offload smaller, less profitable buildings and invest the proceeds strategically to ensure the long-term viability of JHC's existing assets and to build new, more efficient stock.

This disposal programme has gained momentum in the past year and this progress, together with improved revenue and cash flows on the back of steadily improving occupancy rates is bringing the 'going for growth' outcome back into view.

The fraudulent activities uncovered in the past year that resulted in staff dismissals created capacity constraints across the organisation, as several employees were redeployed to fill gaps in priority operational areas. Internal decisions were taken to **prioritise mission-critical activities, including:**

- Upgrading building security by improving access control systems, CCTV camera operation and replacing under-performing security service providers.
- Carrying out critical maintenance and remedial works on buildings to ensure operational and structural safety as well as regulatory compliance.
- Introducing a Quality Control (QC) Review Board and updating SOPs to improve consistency across both security and operations at a building level.
- Resolving core system errors to stabilise the management reporting system and create capacity to scale new products and services.
- Implementing mandatory training for all staff on JHC's updated policies and procedures, reinforcing awareness of organisational standards, ethical conduct, and compliance expectations and ensuring consistent application across departments.

The staff redeployments inevitably impacted the organisation's ability to implement all the targeted strategic activities for the year. Despite this, the majority of the strategic activities were implemented with some carried over or extended into the 2025/26 financial year.

4.2. Strategic Opportunities

Despite ongoing challenges in the inner city housing sector, JHC's operating environment offers significant opportunities to boost financial resilience, deepen social impact, and enhance organisational sustainability. The initiatives currently underway across departments position the organisation to utilise innovation, partnerships, and data-driven decision-making to realise long-term growth and impact.

Digital Transformation and Data-Driven Operations

JHC continues to modernise its service model through digital transformation. The stabilisation of MRI laid the groundwork for expanding digital services, including the recently-launched MyJHC App and the planned rollout of the Query Management feature. The planned expansion to include WhatsApp integration and automated workflows will further streamline communication and facilitate real-time issue resolution. Alongside these tenant-facing systems, 1UI, FM5000 and digitised fines facilitate internal processes and increase accountability. These initiatives directly reduce compliance and fraud risks while improving tenant service.

Integration of the Talent LMS into HR processes further promotes a culture of continuous learning and guarantees that staff are prepared to manage new systems effectively. Simultaneously, the organisation's increasing use of data analytics and automation tools provides an opportunity to improve portfolio management, arrears control, and maintenance planning, driving both cost efficiencies and service excellence.



Green Buildings and Utilities Resilience

In response to rising energy and water costs, JHC's investments in boreholes, heat-pump remediation, and resource-efficiency projects are creating new opportunities to cut utility expenses, enhance building resilience, and promote environmental stewardship. The continuation of these projects, along with future exploration of rooftop greening and renewable initiatives, will help maintain affordability for tenants while supporting broader sustainability goals.

Community Development and Livelihood Creation

Through MAM, JHC is expanding initiatives that strengthen community resilience and foster economic opportunities. Programmes such as small business funding in partnership with Spoon Money, entrepreneurship markets, and youth sports development encourage self-reliance and social cohesion among tenants. Simultaneously, psychosocial and safety interventions — including the Wiser Generation programme, fire-safety marshals, and collaborations with city authorities — help create safer, healthier, and more stable communities. These initiatives improve tenant retention and highlight the social value embedded in JHC’s housing model.

Human Capital and Skills Development

JHC’s investment in staff development acts as a crucial driver of future performance. The Talent LMS platform offers accessible, structured learning pathways that encourage compliance, leadership development, and professional growth. By nurturing internal talent, JHC boosts institutional capacity and secures long-term organisational continuity.

Procurement Strategies and Oversight

Enhanced procurement oversight and supplier performance management offer opportunities to increase efficiency, uphold integrity, and optimise value for money. The introduction of supplier scorecards, contract monitoring, and ethical refreshers is helping to embed best practices. An ongoing review of the existing supplier base and the replacement of underperforming suppliers is ensuring that JHC receives the best pricing for value.



Fundraising and Strategic Resource Mobilisation

JHC is entering a new phase of proactive resource mobilisation. The organisation's main focus is on structured engagement with institutional donors, corporate partners, and impact funders. By aligning its fundraising narrative with measurable social and economic outcomes, JHC aims to attract sustainable funding that enhances its community impact and lessens reliance on internal resources.

MAM is employing its Theory of Change and recently implemented MERL framework as the basis for evidence-based fundraising. MAM's fundraising efforts will focus on diversifying income streams, fostering long-term partnerships, and securing programme-specific and unrestricted funding to enhance sustainability.

Precinct Partnerships and Collaborative Impact

Collaborating with CIDs and local forums offers an opportunity to create safer, cleaner, and more vibrant precincts. Through joint planning with municipal and community stakeholders, JHC can expand its influence beyond its buildings to improve neighbourhood liveability, increase demand, and strengthen its role as a trusted urban regeneration partner.

Portfolio Optimisation and Disposals

JHC continues to embed portfolio optimisation into strategic delivery. This includes targeted disposals of underperforming assets to unlock capital for new developments as well as reinvestment in current stock, along with product adjustments to meet evolving tenant demand. By aligning disposals and acquisitions with market demand and affordability considerations, JHC enhances its ability to reduce vacancy risk, sustain steady revenue flows and maintain its balance sheet.

ESG and Integrated Reporting

In 2024/25 JHC began developing an ESG baseline to link its operational practices with long-term sustainability objectives. Once finalised and approved, this baseline will form a foundation for embedding ESG principles into governance, risk management, and reporting processes. The next stage will involve refining indicators, establishing data ownership, and creating a KPI dashboard for monitoring by the Executive Committee.

Over time, this alignment will connect social investments through MAM, environmental initiatives such as boreholes and rooftop gardens, and compliance frameworks overseeing privacy and asset management. As the framework develops, it will enable JHC to meet funder expectations for transparent ESG disclosure and enhance its preparedness for sustainability-linked finance.





Rodney Peacock - father, grandfather, and proud longest-standing JHC tenant (30 years)

THREE DECADES OF HOME – RODNEY’S JOURNEY WITH JHC

For three decades, Rodney Peacock has called Smitshof home, making him one of JHC’s longest-standing tenants. Originally from the Northern Cape, Rodney moved into the building in 1995 while working in sales and later as a machine assembler. He has remained there ever since, raising his two children and building a life rooted in stability, safety, and trust.

For Rodney, JHC offered far more than accommodation. The building’s location – close to work and the Johannesburg CBD – provided daily convenience, while strong security and a peaceful environment gave him the confidence that his children could grow up safely. “My kids grew up in a good way,” he explains. “I never had issues with other tenants, and the rent was always affordable.”

As the years passed, Smitshof became the centre of his family’s milestones. Rodney’s children, now working adults, still live with him and the family has grown again with the arrival of his grandchild, now six years old. Watching a new generation grow

up in the same home has deepened Rodney’s sense of belonging and connection to the building.

His family also engaged with JHC’s community programmes over the years, with his son participating in the Makhulong a Matala (MAM) soccer initiatives – a special source of pride for Rodney.

Reflecting on 30 years with JHC, Rodney describes the experience:

“JHC gave my family stability. This building didn’t just give us a place to stay; it gave us a foundation. We built our lives here.”

Rodney’s story is a powerful reminder of the impact of safe, dignified housing and the value of that sense of belonging in a place where one truly feels at home.

4.3. Performance Against Strategy

Despite a challenging external environment and internal restructuring, JHC achieved measurable progress against its strategic objectives in 2024/2025.

Activity Delivery Summary (2024/25)

Status	Completed	In progress or operationalised	Paused	Removed	Total
Number of Activities	19	8	3	3	33

The following operational highlights reflect achievements against the strategic objectives of enhancing produce excellence, process reliability and people behaviours.

Occupancy and Demand

The vacancy rate reduced by more than 4% year-on-year to 9.84% (13.02% average for 2024/25), reflecting disciplined, market-sensitive pricing and strengthened customer retention.

Tenant churn remained notable, although affordability move-ins exceeded move-outs (1,785 move-ins versus 1,552 move-outs). Affordability was consistently identified as the main reason for exits (46% of move-outs) reflecting the tough economic conditions in the market.

Uptake of the Zero Deposit product increased to 670 policies by the end of June 2025 (an average of 44% of new tenants), demonstrating the financial relief it provides to tenants moving into JHC buildings.

A fixed-rent charge was trialled at Umndeni and Carr Gardens from May 2025, introduced at the request of tenants and prospective tenants seeking predictable, easy-to-budget monthly rentals.

Tenant Services

A focus on query handling resourcing and systems resulted in a 86% of queries being resolved within the SLA period.

MyJHC App launched, delivering tenant self-service functionality such as Statement View/Download.

14 JHC Cares, Open Days and tenant engagement sessions hosted across 13 buildings provided opportunities for face-to-face tenant engagement and query resolution.

The Tenant Hardship Fund continued, supporting 14 tenants with rental relief and funeral assistance in the amount of R86 000.

Security

Upgraded CCTV system installations and monitoring practices systems across all buildings, improved incident visibility, response, and evidence capture.

Completed transition from IMPRO to the Integr8 access control system, enabling tighter integration between physical security and IT platforms, and strengthening enforcement of building security protocols.

30 YEARS OF IMPACT

Legal, Ethics and Compliance

- Zero data or POPIA breaches reported.
- Eight policies under review or updated, including the Asset Management, Corporate Governance, and Procurement and Supply Chain Management policies.
- Procurement oversight and supplier vetting tightened.
- Successfully litigated against the CoJ on matters relating to incorrect tariff and municipal rates applications and the eviction of illegal occupants from JHC properties.
- Four matters were adjudicated by the Housing Tribunal during the reporting period.
- Encouraged awareness of the Whistleblower (Vuvuzela) Hotline through monthly reminders to staff. No incidents were reported through the hotline during the reporting period.

Digital Enablement

- Enhanced MRI system performance to improve day-to-day user experience and reduce downtime.
- Automated controls on FM5000 to strengthen stock management.
- Secured additional system licences to ensure that all staff operate within the authorised environment, addressing previous instances of work being done outside the system. This initiative strengthens newly implemented system controls, enhances accountability, and improves auditability of staff activities.

People and Capability

- Launched an online learning system, Talent LMS, with all staff onboarded and more than 1,000 courses offered.
- Invested R697,268.91 in staff development, including R343,573.85 paid towards 15 bursaries and R353,695.06 towards middle-management coaching and skills training.
- Recruited 34 new staff members to fill vacant positions and boost capacity in the sales team.

Asset Preservation and Efficiency

- Implemented reforms in fire safety and lift compliance.
- Fire safety marshals trained by MAM in every building.
- Demolition of structures on Newtown erven progressed the Brickfields South land assembly.
- Borehole water provision restored to two buildings following contract-related delays.
- Technical issues with heat pumps addressed at several buildings to improve energy efficiency.



4.4. *Delivering Impact Through MAM*

Affordable housing alone cannot address the deep-rooted challenges of inequality, trauma and social tension in inner city communities. In JHC buildings, residents from diverse backgrounds and income levels live in close quarters, often navigating tough economic and social circumstances. Without intentional community development, even the best-designed housing can quickly become a site of conflict, isolation and decay, undermining the very stability and dignity it intended to provide.

MAM exists to prevent this breakdown and instead enable communities to flourish within the affordable housing environment. It achieves this through a layered approach: by supporting JHC to provide clean, safe and dignified physical spaces, by educating tenants to embed shared living standards and norms that make high-density living work, and by investing in the personal and social wellbeing of tenants through events, workshops, youth leadership and family programmes.

MAM's strategy integrates seamlessly with JHC's strategy to deliver on both long- and short-term strategic objectives, with a strong emphasis on the physical and social and relationship capitals. MAM implements programmes across four categories: youth and child development, adult development, tenant support services and neighbourhood development. **These programmes are offered free of charge to tenants, funded through donor and sponsor support.**



MAKHULONG A MATALA

PROGRAMME PORTFOLIO - 2024/25

Youth & Child Development

- Career Day
- Young People's Forum
- Youth Leadership Events
- Junior Soccer Development Programme (JSDP)
- JSDP Coaches' Workshop
- Netball Programme
- Chess Programme
- After School Programme
- Maths and Literacy Programme
- Robotics Programme
- Spelling Bee
- Indigenous Games
- Holiday Programmes
- Christmas Carols

Adult Development

- Adult Vitality, Park Runs & Pop-up Gyms
- Wiser Generation
- Women's Forums
- Men's Forums
- Standby You Workshops

Neighbourhood Development

- Building-level Cleaning Campaigns
- Mandela Day Cleaning Campaign
- Sihlanza iJoburg Cleaning Campaign

Tenant Support & Engagement

- Entrepreneurial Workshops
- Qhakaza Food Festival
- Food Gardens
- JHC Cares
- Tenant Induction

Programme Impact

In 2024/25, MAM's portfolio of social programmes strengthened community wellbeing, inclusion, and resilience across JHC properties:

Youth & Child Development

MAM expanded its intergenerational engagement initiatives through activities like the **Junior Soccer Development Programme** and inter-building chess clubs, both of which promote teamwork, problem-solving, and positive social interaction. The **After School Programme** offered structured educational and recreational support for young children in JHC communities, helping to create safe spaces after school.

Wiser Generation

MAM engages and celebrates older tenants, hosting events and gatherings that encourage residents to participate in wellness, learning, and social activities that reduce isolation and foster community connection.

Wellbeing and Social Support

The **Standby You** initiative continued to offer accessible psychosocial support to tenants who have experienced gender-based violence. This initiative provides awareness, prevention, and referral pathways for affected individuals, reinforcing JHC's broader commitment to tenant safety and dignity.

Community Safety

Fire-safety marshals were deployed across all JHC buildings to improve preparedness and increase tenants' safety awareness. These initiatives were complemented by partnerships with the **Hillbrow Ekhaya Improvement District** and key city stakeholders, including EMS, JMPD, and SAPS, to strengthen safety coordination and response within JHC neighbourhoods.

Entrepreneurship and Livelihoods

Small business funding through our partnership with **Spoon Money** supported tenant micro-entrepreneurs throughout the year, while community events, flea markets, and festivals generated further local trading and employment opportunities.

Education Initiatives

A **literacy and mathematics pilot programme** was launched at four buildings to strengthen learners' foundational skills in mathematical concepts and enhance literacy skills, including reading for meaning and writing.



Partnerships and Collaborations

MAM expanded its reach through collaborations with multiple stakeholders:

- City authorities (EMS, JMPD, SAPS, CoJ) to improve safety and coordinate community initiatives.
- Maharishi Invincibility Institute, which supported youth and sports development activities.
- NGOs and NPO networks, discussed in Section 1.6 of this report
- Donor and funder partnerships, which created financial support for programme continuity and innovation.

These collaborations enhanced programme delivery and increased JHC's social impact within tenant communities. MAM's work also continued to gain recognition in the sector, highlighting its credibility and influence.

Monitoring, Evaluation, Research and Learning (MERL)

A notable achievement in 2024/25 was developing MAM's Theory of Change and MERL framework, establishing the basis for systematically measuring outcomes across its programme portfolio.

The framework will be implemented in 2025/26 to enhance the collection of participation data, referrals, and psychosocial indicators. Besides supporting evidence-based programme adjustments and accountability to donors and stakeholders, the system will form a vital foundation for future fundraising and impact reporting efforts.

Fundraising and Visibility

MAM took steps to enhance financial sustainability by developing a fundraising roadmap. Its social media channels were created to support donor engagement, increase transparency, and showcase programme outcomes. These initiatives are supported by the MAM's newly developed Theory of Change and the Monitoring, Evaluation, Reporting and Learning (MERL) framework, which will guide evidence-based storytelling and donor reporting from the 2025/26 financial year onward. Collectively, these tools aim to attract new supporters, diversify funding sources, and decrease reliance on JHC's operational budget.

AT A GLANCE



Youth reached through the Junior Soccer Development Programme	150 boys and 80 girls across all buildings
Youth reached through netball	120 across all buildings
Wellness events	Pop-up gyms - 500+ attendees Park Run - 120+ attendees Adult Vitality - 540+ attendees
Entrepreneurs supported via Spoon Money	11 active enterprises
Fire-safety marshals trained	70
Wiser Generation participants	70+
Standby You participants	11
Micro-entrepreneurs supported through Spoon Money	More than 1000
Children in aftercare	107
Spelling Bee	120



Thando Sithole - former soccer youth and current coach of the Ukhamba soccer squad



Blessing Dhlamini & Prince Msipa - Youth Entrepreneurs and Managers of the JSDP

FROM PLAYERS TO COACHES TO BUSINESS OWNERS – GROWING FUTURES THROUGH THE JHC SOCCER PROGRAMME

For over twenty years, JHC’s Junior Soccer Development Programme (JSDP), delivered through MAM, has offered hundreds of children living in JHC buildings a positive outlet for energy and creativity, as well as a sense of belonging. Each building forms its own team, with matches played on rooftop and courtyard pitches from September to June, culminating in the annual Taffy Cup – a community tournament celebrating sport, family, and unity. Beyond the game, the programme has become a springboard for leadership, discipline, and lifelong skills.

Among the programme’s success stories is Thando Sithole (17), born and raised in JHC’s Ukhamba Mansions in Berea. Having joined the soccer squad at six, he grew into a natural leader, now serving as Head Coach of the Ukhamba team while finishing school. **“In this programme we are not only teaching kids soccer,”**

he says, **“but also discipline, respect, and self-belief.”** His team competes regularly at Ekhaya Park, which was refurbished by JHC and the Hillbrow Ekhaya Improvement District.

Two former JHC players, Blessing Dhlamini (24) and Prince Msipa (26), have taken the programme’s legacy even further – turning passion into enterprise. Both grew up in JHC buildings and played in the league before becoming coaches. In 2025, they founded Loud Waves Changes, a registered youth development and sports management company that now offers structured football training, coaching services, and mentorship programmes.

After successfully pitching to JHC, Loud Waves Changes was appointed to manage the JSDP for 2025/26 – a paid contract that allows the company to generate income,

create employment, and strengthen its entrepreneurial capacity. Their approach combines football training with life-skills workshops and mentoring by social workers, demonstrating that community initiatives can develop into sustainable small businesses.

As Prince notes, **“We’ve played and worked together since childhood. Now, we feel a responsibility to these kids.”** Their goal is simple yet powerful: to use sport as a tool to build confident, responsible young leaders. Blessing offers this insight, **“This partnership with JHC is a stepping stone. We want to expand to schools, give more children a chance, and make sure no potential is lost.”**



4.4. Outlook

JHC's 2024/2025 strategic plan centred on building organisation resilience by taking proactive steps to enhance the quality of its product, the reliability of its systems and processes, its people behaviours and financial stability. Despite the challenges experienced through the year, good progress was made against the strategic objectives, and momentum was picking up steadily through the year as a result.

Entering the fourth year of the five-year strategic cycle, the Exco was cognisant of enduring constraints and decided against introducing major changes or pivots to the strategic plan. Rather, the 2025/2026 strategic and operational plan builds on the work of the previous year, extending the framework of the four key themes. The learnings from 2024/2025 related to the fraudulent activities have however precipitated a review of JHC's organisational structure and this will be an additional focus area of the new year.

Organisational Restructuring and Improved Governance

JHC has identified the need to review its structure to address inefficiencies and improve governance and control related issues identified in 2024/2025. The amendments to the structure are informed by improvements in governance and controls, greater efficiency, lessons learned in JHC's third party property management experiences, and good practices learned from other market players.

Maintaining compliance vigilance and organisational capacity remains essential. In 2024/25 JHC enhanced supplier vetting, improved whistleblowing mechanisms

and improved procurement controls. Nevertheless, litigation risks still require active management. Staff turnover in technical and compliance sectors also threatens institutional continuity.

JHC will continue to enhance its integrated risk management approach, ensuring that environmental, social, and governance risks are monitored collectively, connecting them directly to strategic planning and performance management.

Portfolio Optimisation and Financial Resilience

Completing the disposals programme remains a key priority. The remaining disposals will generate capital for reinvestment into existing buildings, structural remediation, and future projects. These actions will also bolster balance sheet resilience while maintaining affordability for tenants.

Digital Transformation and Process Reliability

Building on the stabilisation of core ICT systems, the new financial year will complete the rollout of the WhatsApp tenant channel and query management platform. The fines system for house rule infringements will also be digitised and integrated into the 1UI platform. These improvements will streamline tenant interactions, enhance accountability, and reduce dependence on manual service processes.

Social Impact and Fundraising

Tenant affordability pressures remain a key risk driver of turnover, while social challenges in the inner city – such as safety, substance abuse, and building hijackings – affect tenant wellbeing. MAM's community initiatives help reduce these risks, but sustained demand for support will continue to test available resources.

MAM will strengthen its social investment efforts through the implementation of the MERL framework, facilitating outcome-focused reporting and targeted fundraising. Partnerships will aim to expand psychosocial support, livelihoods, and youth programmes while alleviating the financial strain on JHC's operating budget.

People and Transformation

Talent LMS, launched in April 2025, will support a structured learning and development framework across all departments. The system will enable compliance training, leadership growth, and inclusion programmes, including future participation for disabled learners. This focus on skills development will contribute to JHC's return to B-BBEE Level 2 status and help keep human capital development at the heart of transformation.

Together, these priorities translate the strategic framework into actionable goals for 2025/26, balancing operational discipline with innovation to deliver measurable impact.

Environment and Sustainability

Persistent increases in electricity and water tariffs, along with potential service disruptions, pose ongoing cost and operational challenges. JHC continues to address these issues through borehole installations, heat-pump remediation, and other resource-efficiency projects to improve utilities resilience.

ESG Integration and Transparency

JHC will shift from establishing its ESG baseline to developing measurable indicators integrated into the corporate KPI dashboard. This will enable Exco and the Board to monitor environmental efficiency, social outcomes, and governance compliance as part of performance assessment and annual reporting.



Billy Maenetsa - founder of DB Productions and Products



Nkosilathi Moyo - founder of Ebuhleni Nails

SPOON MONEY – INNOVATIONS IN ENTREPRENEURSHIP

In April 2024, MAM partnered with Spoon Money to close a crucial funding gap for emerging entrepreneurs living in JHC buildings. While MAM had long been running extensive skills and training programmes for its tenants, many participants still struggled to access capital from government or banking channels. To address this, MAM provided R100,000 in seed funding, enabling Spoon Money – under MAM’s coordination – to launch a dedicated small-loans programme for tenants.

The results have been impressive. By August 2025, only R35,000 of the seed fund has been used to generate R171,500 in repeat microloans. A total of 70 loans have been issued to 12 active entrepreneurs, with a repayment rate of 96.2%, and savings deposits now amount to R13,335. Participants also receive ongoing financial literacy mentoring through Spoon Money’s digital platform, which delivers regular “smart money” tips to help borrowers develop sound financial habits.

Among those thriving through the programme is Billy Maenetsa, a resident of Carr Gardens and owner of DB Productions and Products, who uses his Spoon Money loans as short-term working capital to grow his cable and music promotion business. **“Spoon Money has given me and my business a way forward,”** he says.

Another success story is Nkosilathi Moyo, also from Umndeni Gardens, who launched Ebuhleni Nails after completing a MAM course. **“The Spoon Money loan helped me start and grow my business,”** she reflects. **“I can now provide for my daughter and save for my dream salon.”**

FINANCIAL PERFORMANCE

05

FINANCIAL
PERFORMANCE

5.1. Message from the CFO 5.2. Audited results for the 2024/2025 Financial Year 5.3. Administration and Directorate



MESSAGE FROM THE CFO

As JHC marks its 30th anniversary, I am pleased to report strong financial performance and a return to profitability for the first time since 2019. Considerable efforts were taken to implement the operational and financial strategies needed to drive positive financial performance for the financial year ended 30 June 2025.

Summary of Results

The JHC Group achieved net asset growth for the first time since the COVID-19 pandemic, with the Net Asset value increasing to R1,004 billion (2024: R980,1 million), representing a growth of 2.4%. The Group has generated a net profit after tax of R23,9 million (2024: net loss after tax for the year of R62,3 million), after a group fair value gain of R7,5 million (2024: fair value loss of R89,8 million). Group revenue increased to R289,7 million for the 2024/25 financial year, a 1.9% increase from the year prior (2024: R284,4 million).

As a landlord operating in the affordable rental and social housing space, our key objective remains to strike the right balance between affordability for our tenants and financial sustainability for the Group. Through effective rental pricing decisions, we maintained this balance while achieving a 1.9% increase in revenue for the year.

Cost containment remains a strategic focus, supported by our commitment to providing safe, clean, and well-managed buildings that our tenants can proudly call home. These

efforts, together with improved operational efficiencies, have contributed to stronger financial performance and an enhanced bottom line.

We do not anticipate a decrease in the demand for affordable housing in Johannesburg and are confident in the market over the long term. Based on forecasts and available cash resources, management is satisfied that the Group has adequate capacity to meet its obligations and to continue operating as a going concern for the foreseeable future.

Market Performance

JHC's average rental increases were 4,5% for the financial year, compared to a national average rental escalation rate of 4.49% (TPN Report Q1 2025). This demonstrates that JHC's rental escalations are in line with market trends, and the Group is managing to maintain stable revenue growth.

The average vacancy rate in Gauteng rose to 8,2% in the first quarter of 2025 (Rode Report Q1:2025) from 6,4% in the fourth quarter of 2024. This is compared to the JHC Group's vacancy rate, which started the financial year at 13,66% and concluded at 9,84% (average vacancies of 13,08%). The vacancy rate was lowest among the BHC Portfolio, averaging 7,35% (2024: 11,27%) at the end of the financial year.

Although vacancy rates are higher among JHC properties, compared to the province overall, our progress is commendable considering cost of living constraints and persistent challenges in the Johannesburg inner city.

It is pleasing to report yet again a significant decline in the Group average arrears rate to 6,63% for the 2024/25 financial year, down from 9,92% the prior year. JHC achieved an average collection rate of 93,4%, which remains above the market's average collections rate of 83% (TPN Report Q1 2025).

Key Challenges

While we celebrate our success, we also remain mindful of the need for financial sustainability across the Group. JHC faces persistent challenges including:

- *the difficulty achieving budgeted occupancy levels in buildings with stubbornly high vacancies;*
- *inadequate utility recoveries, specifically in buildings with communal areas and where incorrect tariffs are applied; and*
- *a risk of increased pressure on loan commitments if revenue and net profit do not improve*

Opportunities in the New Financial Year

Recent financial and operational reforms have created a solid foundation from which JHC can pursue new opportunities for growth and sustainability. Rental escalations

implemented for the new financial year, although conservative, will increase revenue going forward. We expect a conservative increase to drive retention and move our vacancy closer to pre-COVID levels. Most tenants received a 3.5% increase for 2025/26, down from 4,5% the prior year following a market rental rate assessment.

The Group has gained momentum with its property disposal strategy, which includes the sale of targeted, underperforming, properties. Reduced interest rates, a lower cost base, and improved performance may result in improved sale prices for targeted properties. Property sales will lower operational costs and sale proceeds will be allocated effectively, to managing priority refurbishments, reducing our leverage and furthering our objective of growing social housing stock in the inner city.

New staff appointments are expected to spark innovation that could benefit the business, driving profitability and operational efficiencies. Furthermore, we anticipate that the rental market will continue to strengthen in 2025/26 as a result of sustained economic growth and improved governance.

Looking Ahead

The past financial year has seen JHC achieve notable gains in revenue growth, cost efficiency, and returning to profitability for the first time since the 2019 financial year. Looking ahead, we will continue to implement financial and operational reforms to strengthen our position in the affordable housing market.

I am grateful to the Finance team, our leadership, and dedicated staff for their commitment and hard work throughout this period.

Ms Thato Makhapha

Chief Financial Officer
JHC Group

5.2. Audited results for the 2024/25 financial year

Johannesburg Housing Company NPC
Company registration number: 1995/013843/08
NPO registration number: 026-005-NPO

AUDIT OPINION

Johannesburg Housing Company NPC and its subsidiaries' annual financial statements have been audited by the independent auditors, Karolia Jeena Inc. The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements. The auditors' unqualified audit report is available for inspection at the company's registered office.

ACCOUNTING POLICIES

The annual financial statements have been prepared in accordance with International Financial Reporting Standards. The accounting policies used in the preparation of the annual financial statements are consistent with those used in the previous financial year, with the exception of certain mandatory changes relating to standards that became effective during the current reporting term and are relevant to the operations of the Group.



Lindi Malinga - JHC Customer Experience Executive awarding the Netball Trophy at 'Lindi's Tournament'

STATEMENTS OF FINANCIAL POSITION

Figures in R	GROUP 2025	GROUP 2024	COMPANY 2025	COMPANY 2024
ASSETS				
Non-Current Assets				
Property, plant and equipment	5,131,091	2,021,601	4,481,335	1,411,269
Investment property	1,293,646,190	1,313,931,405	930,900,000	928,900,000
Intangible assets	167,382	344,595	167,382	344,595
Investment in subsidiaries	-	-	18,065,885	18,065,885
Capital work in progress	4,077,467	3,168,560	-	-
Loans to group companies	-	-	79,619,426	83,018,334
Total non-current assets	1,303,022,130	1,319,466,161	1,033,234,028	1,031,740,083
Current Assets				
Inventories	1,106,007	743,120	1,106,007	743,120
Trade and other receivables	11,728,668	12,136,731	7,795,347	7,747,301
Current tax assets	1,128,513	1,235,166	-	37,212
Non-current assets held for sale	29,605,000	10,500,000	5,450,000	9,000,000
Loans to group companies	-	-	7,860	182,355
Prepayments	1,454,288	1,152,242	1,454,288	1,152,242
Cash and cash equivalents	96,959,645	100,709,891	16,644,295	14,801,024
Total current assets	141,982,121	126,477,150	32,457,797	33,663,254
TOTAL ASSETS	1,445,004,251	1,445,943,311	1,065,691,825	1,065,403,337

STATEMENTS OF FINANCIAL POSITION (cont.)

Figures in R	GROUP 2025	GROUP 2024	COMPANY 2025	COMPANY 2024
EQUITY AND LIABILITIES				
Equity				
Issued capital	74,419,636	74,419,636	74,419,636	74,419,636
Retained income	929,740,132	905,776,453	639,513,948	624,391,316
Total equity	1,004,159,768	980,196,089	713,933,584	698,810,952
LIABILITIES				
Non-current liabilities				
Deferred tax liabilities	177,412,145	170,095,432	127,660,813	127,379,469
Other financial liabilities	56,042,293	1,530,987	56,042,293	1,530,987
Lease liabilities	2,982,756	-	2,982,756	-
Loans from group companies	-	-	29,000,000	29,000,000
Total non-current liabilities	236,437,194	171,626,419	215,685,862	157,910,456
Current liabilities				
Trade and other payables	75,205,279	69,975,187	56,777,128	50,679,862
Current tax liabilities	-	-	122,152	-
Other financial liabilities	121,398,287	217,010,400	57,867,689	137,371,933
Lease liabilities	667,166	-	667,166	-
Loans from group company	-	-	13,501,687	13,500,000
Conditional Government Grant	7,070,714	7,070,714	7,070,714	7,070,714
Bank overdraft	65,843	64,502	65,843	59,420
Total current liabilities	204,407,289	294,120,803	136,072,379	208,681,929
Total liabilities	440,844,483	465,747,222	351,758,241	366,592,385
TOTAL EQUITY AND LIABILITIES	1,445,004,251	1,445,943,311	1,065,691,825	1,065,403,337



STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Figures in R	GROUP 2025	GROUP 2024	COMPANY 2025	COMPANY 2024
Revenue	289,696,907	284,403,161	210,383,826	206,058,261
Building expenditure	(162,225,479)	(170,295,108)	(119,143,267)	(119,897,458)
Gross profit	127,471,428	114,108,053	91,240,559	86,160,803
Other income	5,329,491	2,345,245	7,229,009	5,963,085
Administrative expenses	(15,505,578)	(15,392,622)	(13,971,853)	(13,877,199)
Other expenses	(78,331,156)	(69,447,681)	(66,727,628)	(57,690,711)
Other gains and (losses)	7,527,382	(89,754,695)	6,904,501	(63,735,307)
Profit / (loss) from operating activities	46,491,567	(58,141,700)	24,674,588	(43,179,329)
Finance income	8,035,489	9,703,991	10,487,095	12,101,070
Finance costs	(22,088,946)	(25,982,296)	(19,124,637)	(21,126,851)
Profit / (loss) before tax	32,438,110	(74,420,005)	16,037,046	(52,205,110)
Income tax (expense) / credit	(8,474,431)	12,162,145	(914,414)	6,679,559
PROFIT / (LOSS) FOR THE YEAR	23,963,679	(62,257,860)	15,122,632	(45,525,551)

STATEMENTS OF
CHANGES IN EQUITY

GROUP

Figures in R	ISSUED CAPITAL	RETAINED INCOME	TOTAL
Balance at 1 July 2023	74,419,636	968,034,313	1,042,453,949
Changes in equity			
Loss for the year	-	(62,257,860)	(62,257,860)
Total comprehensive loss for the year	-	(62,257,860)	(62,257,860)
Balance at 30 June 2024	74,419,636	905,776,453	980,196,089
Balance at 1 July 2024	74,419,636	905,776,453	980,196,089
Changes in equity			
Profit for the year	-	23,963,679	23,963,679
Total comprehensive profit for the year	-	23,963,679	23,963,679
Balance at 30 June 2025	74,419,636	929,740,132	1,004,159,768

STATEMENTS OF
CHANGES IN EQUITY

COMPANY

Figures in R	ISSUED CAPITAL	RETAINED INCOME	TOTAL
Balance at 1 July 2023	74,419,636	669,916,867	744,336,503
Changes in equity			
Loss for the year	-	(45,525,551)	(45,525,551)
Total comprehensive loss for the year	-	(45,525,551)	(45,525,551)
Balance at 30 June 2024	74,419,636	624,391,316	698,810,952
Balance at 1 July 2024	74,419,636	624,391,316	698,810,952
Changes in equity			
Profit for the year	-	15,122,632	15,122,632
Total comprehensive profit for the year	-	15,122,632	15,122,632
Balance at 30 June 2025	74,419,636	639,513,948	713,933,584

STATEMENTS OF CASH FLOWS

Figures in R	GROUP 2025	GROUP 2024	COMPANY 2025	COMPANY 2024
Net cash flows from operations	46,570,203	44,992,723	25,526,049	25,680,924
Interest paid	(22,088,946)	(25,982,296)	(19,124,637)	(21,126,851)
Interest received	8,035,489	9,703,991	10,487,095	12,101,070
Income taxes (paid)/refunded	(1,051,065)	(350,948)	(473,706)	108,110
Net cash flows from operating activities	31,465,681	28,363,470	41,940,849	42,443,540
Cash flows from/(used in) investing activities				
Proceeds from sales of property, plant and equipment	-	272,809	-	292,861
Purchase of property, plant and equipment	(1,240,855)	(883,008)	(938,621)	(680,987)
Additions to investment property	(1,792,403)	(22,490,604)	(545,500)	(14,335,944)
Capital work in progress costs incurred	(908,907)	(187,338)	-	-
Purchase of intangible assets	(164,499)	-	(164,499)	-
Proceeds from Investment Property	10,500,000	-	9,000,000	-
Cash flows from/(used in) investing activities	6,393,336	(23,288,141)	7,351,380	(14,724,070)
Cash flows used in financing activities				
Movements in loans to/from group companies	-	-	3,573,403	11,128,573
Repayments of financial liabilities	(41,100,807)	(28,971,019)	(24,992,938)	(15,282,833)
Repayment of lease liability	(509,797)	(1,513,745)	(509,797)	(1,513,745)
Cash flows used in financing activities	(41,610,604)	(30,484,764)	(21,929,332)	(5,668,005)
Net (decrease)/increase in cash and cash equivalents	(3,751,587)	(25,409,435)	1,836,849	(3,628,822)
Cash and cash equivalents at beginning of the year	100,645,389	126,054,824	14,741,604	18,370,426
Cash and cash equivalents at end of the year	96,893,802	100,645,389	16,578,453	14,741,604

DIRECTORATE AND ADMINISTRATION

Johannesburg Housing Company NPC

Company registration number: 1995/013843/08

NPO registration number: 026-005-NPO

Brickfields Housing Company (Pty) Ltd

Company registration number: 2002/026972/07

BHC Development (Pty) Ltd Company registration number: 2019/565290/07

BHC Dev 1 (Pty) Ltd

Company registration number: 2020/758716/07

Makhulong a Matala Community Development Services NPC

Company registration number: 2003/029904/08

NPO registration number: 041-748-NPO

PBO registration number: 930011472

BANKERS

Absa Bank Limited
ABSA Business Centre
Palazzo Towers West
Montecasino Boulevard
Fourways 2055

Nedbank Limited
100 Main Street
Johannesburg
2001

First National Bank
BankCity
Cnr Kerk and Harrison Streets
Johannesburg
2000

The Standard Bank of South Africa
88 Commissioner Street
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Johannesburg
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38 Wierda Road West
Wierda Valley
Sandton
2132

ANNEXURES

06

ANNEXURES

ANNEXURE 1: KING IV APPLICATION REGISTER

PRINCIPLE

1

The Board should lead ethically and effectively.

Disclosure Requirement

The arrangements by which the members of the governing body are being held to account for ethical and effective leadership.

Applicable Policies & Documents

Corporate Governance Policy and Procedures and Board Charter, Version 4 July 2025 (hereafter, the Corporate Governance Policy)

JHC Disclosure / Progress made

The Board provides sound leadership underscored by the values of the Company. These values guide behaviour, ethical decision-making, and accountability across the organisation. The Board is responsible for promoting ethical and responsible decision making as per the Corporate Governance Policy and Procedures and Board Charter (hereafter, the Corporate Governance Policy).

The Board acts in the best interests of the company, its stakeholders and the Johannesburg community, and is accountable for the company's performance and impact. Board Members exercise control through an updated governance framework which includes detailed quarterly reporting to the Board and its committees.

Board Members are required to complete a Declaration of Interest register, declare any conflict of interest at the start of every board and subcommittee meeting, and recuse themselves from any decision making related to areas as and when such conflicts arise (Corporate Governance Policy, Section 10.2).

PRINCIPLE

2

The Board should govern the ethics of the organisation in a way that supports the establishment of an ethical culture.

Disclosure Requirement

An overview of ethics governance, key areas of focus during the reporting period, and planned areas of future focus. Measures taken to monitor ethics and how outcomes were addressed.

Applicable Policies & Documents

- Corporate Governance Policy
- Business Style and Work Ethic Policy
- Whistleblowing and Protected Disclosures Policy
- Protection of Personal Information (POPI) Policy 2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board promotes ethical decision making and ensures compliance with applicable laws and adherence to non-binding rules, codes and standards. It leads from the top, setting the tone for the organisation, ensuring compliance with the values and objectives of the company (Corporate Governance Policy, Section 7.2).

The Board has established a Social and Ethics Committee comprised of independent non-executive directors. The Committee meets at least once a year and operates under the direction and scope of the Companies Act. The CEO, CFO and Customer Relations Executive attend these meetings as invitees and not committee members. Reports on ethics breaches and whistleblowing trends are presented annually to the Social and Ethics Committee for review.

A summary of the Social and Ethics Committee Responsibilities is provided in Section 3.5 of the 2024/25 Integrated Annual Report. Ethical conduct is reinforced through the Business Style and Work Ethic Policy, the Whistleblowing and Protected Disclosures Policy, and the Protection of Personal Information (POPI) Policy. All employees receive ethics and data-protection awareness training, and breaches of these policies may result in disciplinary or contractual action. The Board and its committees, is committed to ethical transformation within the JHC Group, ensuring race and gender diversity, fair and transparent remuneration, and access to training and development opportunities for staff. The Board recognises the important role that JHC plays in the lives of its tenants and development of the communities where it operates.

In 2024/25, Management undertook a comprehensive review of a number of the organisation’s governance and operational policies. Staff have subsequently been trained on the revised policies to ensure compliance across the organisation. These actions reaffirmed JHC’s commitment to ethical leadership and transparency principles. In the year under review, the Board and Management took decisive action to address misconduct within the organisation, in alignment with JHC’s zero-tolerance policy on fraud. Subsequently, JHC embarked on an organisational restructure to strengthen internal governance and controls. Ethical conduct was further reinforced through the provision and promotion of the whistleblowing hotline for staff, suppliers and tenants, and fraud awareness training for all staff. More information on this process is presented in Section 3.1 of the 2024/25 Integrated Annual Report.

PRINCIPLE

3

The Board should ensure that the organisation is seen to be a responsible corporate citizen.

Disclosure Requirement

The structure and processes that have been put in place for corporate citizenship. Key focus areas during the reporting period. Mechanisms for monitoring and assessing effectiveness.

Applicable Policies & Documents

Corporate Governance Policy
 2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board is responsible for maintaining a healthy perception and reputation with stakeholders, as per the Corporate Governance Policy, Section 7.2.2. The Board has delegated responsibility for the oversight and reporting of stakeholder relationships to the Social and Ethics Committee, which monitors how the organisation’s operations and activities affect its status as a responsible corporate citizen.

The 2025 Integrated Annual Report details JHC’s progress with respect to community empowerment, including programmes and activities executed by Makhulong a Matala Community Development Services NPC (MAM) –JHC’s dedicated social investment and community development arm. The Board recognises that investment in social development directly supports financial sustainability through tenant retention and community stability.

The 2025 Integrated Annual Report also includes JHC’s first ESG framework (Annexure 2), which establishes a basis for future structured ESG reporting and the incorporation of sustainability considerations into strategy, performance, and risk management.

JHC’s Broad-Based Black Economic Empowerment (B-BBEE) Policy promotes transformation. JHC is rated in terms of the Specialised Generic (Property) Scorecard in accordance with the Amended Property Sector Code. Under this framework, JHC is assessed on Employment Equity, Skills Development, and Enterprise and Supplier Development. The organisation achieved 100% Procurement Recognition, reflecting its strong contribution to transformation within the property sector. Annual verification of performance against these pillars is overseen by the Social and Ethics Committee.

PRINCIPLE

4

The Board should appreciate the organisation’s core purpose, its risks and opportunities, strategy, business model, performance and sustainable development are all inseparable elements of the value creation process.

Disclosure Requirement

The core purpose of the organisation and its short, medium and longer-term direction.

Performance in terms of value created for the organisation through its interaction with the external environment including its sources of capitals and relationships.

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board operates from a base that assumes that strategy, risk, performance, management and oversight are inseparable, and that, together, they inform the development and sustainability of the company. With the support of its committees, the Board defines the purpose of the company, approves strategy and monitors implementation, including approval of strategic and business implementation plans and annual budgets (Corporate Governance Policy, Section 7). The Board oversees the integration of risk, performance, and sustainability objectives through quarterly strategy and risk reviews.

According to the Corporate Governance Policy, JHC management is responsible for the implementation of the strategy and its integration into the daily operations of the business. Strategic planning follows a five-year horizon with annual reviews. JHC’s performance against strategy as well as its analysis of and response to the risks and opportunities facing the organisation is detailed in the 2024/25 Integrated Annual Report (Sections 3.2, 3.8 and 4.3). This annual report was approved by the Board and reflects the transition from a conventional annual reporting format towards a more integrated approach, connecting JHC’s financial performance with its impact across the six capitals - financial, manufactured, human, intellectual, social and relationship, and natural.

PRINCIPLE

5

The Board should ensure that reports issued by the organisation enable stakeholders to make informed assessments of the organisation’s performance and its short, medium and long-term prospects.

Disclosure Requirement

The annual report must present material information in an integrated manner. It must provide users with a holistic, clear, concise and understandable presentation of the organisation’s performance in terms of sustainable value creation in the economic, social and environmental context within which it operates.

Applicable Policies & Documents

2025 Integrated Annual Report
Finance Policy (2024)
Finance Oversight Policy (2020)

JHC Disclosure / Progress made

The Board, through the Audit Committee, is responsible for ensuring that the internal controls are in place to verify the accuracy and integrity of the company’s integrated annual report and any other disclosures. The Board reviews and approves the Integrated Annual Report, and the Audit Committee signs off on the Audited Financial Statements.

The structure and disclosures in this report align with the principles of the International Integrated Reporting Framework (<IR> Framework), the requirements of King IV, and the Johannesburg Stock Exchange (JSE) Sustainability Disclosure Guidance (June 2022). The report also considers national legislation and regulatory obligations that apply to non-profit social housing institutions. This alignment is meant to ensure that stakeholders can make a well-informed assessment of its governance, strategy, performance, and outlook.

Financial integrity is supported by the Finance Policy (2024) and Finance Oversight Policy (2020), which define the budgeting, accounting, procurement, and audit processes that underpin accurate internal and external reporting. The Memorandum of Incorporation (MOI) requires the preparation of audited annual financial statements and their presentation to Members/Stakeholders as applicable, ensuring accountability and transparent reporting. The Audit Committee confirms auditor independence annually and reviews the integrity of financial reporting in accordance with applicable accounting standards and governance principles.

JHC publishes its annual reports, including the Statements of Financial Position, and any other information relevant to stakeholders on the company’s website (www.jhc.co.za).

**PRINCIPLE
6**

The Board should serve as the focal point and custodian of corporate governance in the organisation.

Disclosure Requirement

An overview of the Board’s role and responsibilities, key areas of focus considered during the reporting period and how these matters were addressed.

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board is the epicentre of JHC’s corporate governance structure (Corporate Governance Policy, Section 2.3). The Board has a formal Corporate Governance Policy and Board Charter, which was updated in 2024/25 and approved by Exco on 31 July 2025. The Policy defines the authority, direction and control of JHC and its subsidiaries, including the roles, functions, responsibilities and powers of the Board and its individual members, the powers delegated to Board committees and Exco, matters reserved for final decision making or pre-approval by the Board, and the policies and practices of the Board.

The MOI defines the authority, roles, and responsibilities of the Board, confirming its accountability for directing and controlling the affairs of the organisation. The 2025 Integrated Annual Report discloses the number of meetings held and attendance by directors and committees, reinforcing accountability. JHC has a governance framework supported by the policies and processes needed to ensure that all entities in the JHC Group adhere to the Group’s requirements and minimum standards. This governance framework is disclosed in the Integrated Annual Report.

**PRINCIPLE
7**

The Board should comprise the appropriate balance of knowledge, skills, experience, diversity and independence for it to discharge its governance role and responsibilities objectively and effectively.

Disclosure Requirement

The following information about the Board members:

- Classification as executive or non-executive.
- Qualifications and experience.
- Mix of skills, experience, diversity, independence and knowledge of the organisation.
- Length of service and age.
- If a member of the Board has served for longer than nine years, details of the assessment and findings regarding independence.

Applicable Policies & Documents

Corporate Governance Policy

2025 Integrated Annual Report

Broad-Based Black Economic Empowerment (B-BBEE) Policy, Version 2, June 2019

JHC Disclosure / Progress made

The required composition of the Board is set out in the Corporate Governance Policy. The Boards of JHC and its subsidiaries comprise a majority of independent non-executive directors. The members of the various Boards including their designation as executive or non-executive are presented in the 2025 Integrated Annual Report.

The Chairperson of the Board is an independent, non-executive director. There is a clear distinction between the roles of the Board Chairperson and the CEO, and these positions are occupied by separate individuals. The inclusion in the Board of the CEO and CFO as executive directors ensures that the Board has more than one point of direct interaction with management.

Board members are appointed through a transparent process that is formalised in the Corporate Governance Policy, in alignment with the JHC Memorandum of Incorporation. The MOI provides for three-year terms and Member or Shareholder confirmation of reappointments in accordance with good governance practice. Reappointments or extensions beyond the standard term are subject to review and confirmation by Members, ensuring continuity while maintaining independence and effective oversight.

The Board acknowledges that certain directors have served extended tenures. Reappointments are made by the Members or Shareholders, as applicable for the respective Board, and are based on the directors' expertise, institutional knowledge, and continued contribution to the organisation. To maintain good governance, any reappointment beyond the standard three-year term is subject to a formal review and confirmation process, which includes an assessment of each director's independence, effectiveness, and ongoing suitability to serve.

Newly appointed members are inducted into JHC's business, Board matters and accountabilities as members under the guidance of the Corporate Secretary, including training in all relevant policies.

The Boards of JHC and its subsidiaries reflects the Group's commitment to inclusive and representative governance and reflect the transformation objectives set out in JHC's B-BBEE Policy. Collectively, the Boards demonstrate strong diversity in race, gender, age, and tenure, ensuring balanced perspectives and robust oversight. This combination of skills allows the Board to make decisions that align JHC's operations with its social mission and sustainability. The demographic profile and tenure of the members of the Boards of JHC and its subsidiaries is provided in Section 3 of the 2024/25 Integrated Annual Report.



The Board should ensure that its arrangements for delegation within its own structures promote independent judgement and assist with balance of power and the effective discharge of its duties.

Disclosure Requirement

The following information about each of the Board's sub-committees:

- Role and functions,
- Composition,
- Key areas of focus, and
- Whether the committee has satisfied its responsibilities for the year in accordance with the terms of reference.

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board has established a comprehensive and appropriate framework for delegation of authority that empowers the sub-committees, CEO, Exco and management to act on behalf of the Board but without leading to abdication of the Board's responsibilities (Corporate Governance Policy, Section 7.2.4).

The MOI empowers the Board to constitute committees and delegate specific functions while retaining overall accountability. The Board has established sub-committees to assist in the execution of its functions in certain specific areas, in alignment with the Corporate Governance Policy and Procedures and Board Charter (Corporate Governance Policy, Section 2.4). The Committees are appropriately constituted, with each committee having at least three members appointed by the Members / Shareholders as applicable.

Urgent matters are handled through round-robin or Chairperson-approved emergency decisions, as authorised in Section 8.1 of the Corporate Governance Policy, and all such decisions are formally reported at the next Board meeting.

The Board committees – including the Audit Committee, Remuneration Committee, Social and Ethics Committee, Investment Committee, and Information Technology (IT) Committee – their composition, mandate and responsibilities are set out in the Corporate Governance Policy and disclosed in Section 3.5 of the 2024/25 Integrated Annual Report.

PRINCIPLE 9

The Board should ensure that the evaluation of its own performance and that of its committees, its Chairperson and its individual members, support continued improvement in its performance and effectiveness.

Disclosure Requirement

Description of the performance evaluations in terms of scope, whether formal or informal, external or internal.
 Overview of the results and remedial action.
 Confirmation that the evaluation process is improving performance and effectiveness.

Applicable Policies & Documents

Corporate Governance Policy

JHC Disclosure / Progress made

The Corporate Governance Policy makes provision for an annual performance evaluation of the Board, its committees and the individual directors is carried out every year (Corporate Governance Policy, Section 11.5). The Company Secretary is responsible for initiating and coordinating this evaluation. A formal evaluation of the Board, its committees and individual members was not conducted during the year under review. The Board plans to undertake an internal evaluation in the 2026 financial year to assess its effectiveness and identify opportunities for continuous improvement.

PRINCIPLE 10

The Board should ensure that the appointment of, and delegation to, management contribute to role clarity and the effective exercise of authority and responsibilities.

Disclosure Requirement

The following should be disclosed in relation to the CEO:

- Notice period in employment contract and contractual conditions related to termination
- Other professional commitments of the CEO
- Whether succession planning is in place for the CEO position

Applicable Policies & Documents

Corporate Governance Policy
 2025 Integrated Annual Report

JHC Disclosure / Progress made

The MOI and Corporate Governance Policy outline the powers delegated to the CEO and Exco, supported by the Company Secretary ensuring compliance with statutory and governance obligations.

The Board delegates operational decision-making to Exco, which is chaired by the CEO. Exco is responsible for translating Board directives into action and coordinating delivery across JHC’s various functions. Accountability is reinforced through structured reporting lines and quarterly performance reviews, supported by internal control systems overseen by the Audit and Risk functions.

The CEO is appointed by the Board and is responsible for the strategic management and general operations of JHC and reports to the Directors and Chairperson of the Board. The Board is responsible for guiding the strategic direction of the organisation and advising the CEO and Exco on strategy (Corporate Governance Policy, Section 7.2.1). The responsibilities of the CEO are set out in the Corporate Governance Policy, Section 11.3.

The CEO is an Executive Member of the Boards of JHC, the Brickfields Housing Company (BHC) and Makhulong a Matala. The CEO is a member of the Investment Committee and attends the Remuneration Committee, Audit Committee, the Social and Ethics Committee, and the IT Committee meetings as an invitee.

The CEO ensures that key management functions are led by suitably qualified and authorised individuals, and that these functions are adequately resourced. The Group Company Secretary has been duly appointed by the Board in compliance with the provisions of the Companies Act. The Company Secretary is accountable to the Board, serves independently, and reports to the Board on company secretarial matters.

The Board has initiated an organisational restructuring process for the 2026 financial year to improve role clarity and address governance and control deficiencies, as indicated in the 2025 Integrated Annual Report.

**PRINCIPLE
11**

The Board should govern risk in a way that supports the organisation in setting and achieving its strategic objectives.

Disclosure Requirement

An overview of arrangements in place for governing and managing risk.
Key areas of focus during reporting period including objectives, key risks, undue, unexpected and unusual risks, undue, unexpected or unusual risks and risks taken outside of risk tolerance levels.

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report
Risk Register

JHC Disclosure / Progress made

The Board is directly responsible for the governance of risk including, as per the Corporate Governance Policy (Section 7.2.2) understanding key internal and external risks and ensuring that effective risk management structure, processes and procedures are in place.

The Board has delegated accountability for managing risk to the Audit Committee. The Audit Committee ensures that an effective system of internal and risk management control exists and is implemented, and that a risk governance strategy and policy are in place and monitored. The Audit Committee regularly reviews the work management progress, process and effectiveness, and monitors key risks.

JHC upholds an organisation-wide risk management framework, embedding risk considerations into both strategic planning and operations. The Risk Register acts as a living document and is updated quarterly by management. Revisions and emerging risks are reviewed by the Audit Committee and the Board, ensuring that exposures, control effectiveness, and mitigations are continuously monitored, with material developments escalated through the governance structure. The Board ensures that risk appetite and tolerance levels are reviewed annually in alignment with strategic objectives.

Section 2 of the 2025 Integrated Annual Report outlines the key strategic and operational risks identified by JHC management as well as the emerging risks and their mitigations.

**PRINCIPLE
12**

The Board should govern technology and information in a way that supports the organisation setting and achieving its strategic objectives.

Disclosure Requirement

An overview of the arrangements in place for governing and managing technology.
Key areas of focus including objectives, significant changes in policy, significant acquisitions and remedial actions taken as a result of major incidents.
Actions taken to monitor the effectiveness of technology and information management.

Applicable Policies & Documents

Corporate Governance Policy
Information Technology Policy, Version 1.1, June 2021
Media and Social Media Policy, Version 3, April 2023
Protection of Personal Information (POPI) Policy
2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board is ultimately accountable for the governance of information technology (Corporate Governance Policy, Section 7.2.2). The Board has appointed an IT Committee comprised of independent non-executive directors. Permanent invitees are required to attend IT Committee meetings, including the CEO, CFO and IT Executive.

The IT Committee meets quarterly, and its mandate is limited by JHC’s MOI. A summary of the IT Committee’s Responsibilities is provided in Section 3.5 of the 2024/25 Integrated Annual Report.

The Board also oversees technology-related risks and opportunities as part of the organisation’s risk governance framework. Key policies guiding the management of technology and information are reviewed periodically to align with evolving operational and cyber risk environments.

**PRINCIPLE
13**

The Board should govern compliance with applicable laws and adopted, non-binding rules, codes and standards in a way that supports the organisation being ethical and a good corporate citizen.

Disclosure Requirement

An overview of the arrangements in place for governing and managing compliance.
Actions taken to monitor the effectiveness of compliance management and how outcomes were addressed.
Planned areas of future focus.
Details of monitoring and compliance inspections by the environmental regulators, findings of non-compliance with environmental laws or criminal sanctions and prosecutions for non-compliance.

Applicable Policies & Documents

Compliance and Legal Matters Policy, version 2, December 2020
Corporate Governance Policy
2025 Integrated Annual Report

JHC Disclosure / Progress made

The Board is ultimately responsible for JHC’s compliance with applicable laws, adopted no-binding rules, codes, and standards. The Board ensures that JHC, as a registered SHI, is compliance with the Social Housing Act (No. 16 of 2008), Rental Housing Act (No. 50 of 1999), and the National Housing Act (No. 107 of 1997). The Board has delegated responsibility for ensuring compliance to the Audit Committee.

JHC has a Legal and Compliance Policy in place. This Policy was under review in the 2024/25 financial year (2025 Integrated Annual Report, Section 3.1). The Board receives regular reports on compliance matters, and to the extent that legal and regulatory matters impact the AFS, such reports are presented to the Audit Committee.

The Board further appoints a Company Secretary, whose duties are set out in the Corporate Governance Policy (Section 11.4). These duties include, acting as the Principal Administrative Officer of the company and ensuring that the Companies Act and other relevant legislation are complied with.

The Board ensures ongoing engagement with the Social Housing Regulatory Authority (SHRA) and other regulators to maintain compliance as a registered Social Housing Institution.

JHC’s response to fraud incidents in the reporting period demonstrated the practical application of compliance and ethical standards.

**PRINCIPLE
14**

The Board should ensure that the organisation remunerates fairly, responsibly and transparently so as to promote the achievement of strategic objectives and positive outcomes in the short, medium and long term.

Disclosure Requirement
 Ensure that remuneration is disclosed by means of remuneration report.
 Method of determining directors’ fees.
 Remuneration policy to record measures that the Board commits to take if either of the above receives 25% or more votes against - should provide for taking steps in good faith and with best reasonable effort towards an engagement process and appropriately addressing objections.

Applicable Policies & Documents
 Corporate Governance Policy
 2025 Integrated Annual Report
 Human Resource Policy, Version 15, July 2024

JHC Disclosure / Progress made

The Board assumes responsibility for the governance of remuneration across the Group. The Board has established a Remuneration Committee comprised of independent and non-executive directors. The Committee meets at least twice per year. Its mandate is limited by JHC’s MOI. The Remuneration Committee ensures that remuneration is fair and responsible relative to performance and aligned with JHC’s social purpose. A summary of the Remuneration Committee’s responsibilities is provided in Section 3.5 of the 2024/25 Integrated Annual Report.

The remuneration of the Board Members and Executive Management is set according to JHC’s remuneration and benefits policy as set out in the Human Resource Policy. Non-Executive Director’s fees are determined annually by Members / Shareholders as applicable at the Annual General Meeting. Senior executives are remunerated on a total cost to company basis, with an annual incentive bonus.

Remuneration information is reported in the Audited Financial Statements in accordance with the requirements of the Companies Act. This approach balances transparency with confidentiality and aligns with best practice for non-profit governance reporting. In 2024/25, JHC reinstated its quarterly staff awards programme, recognising employees who exemplify JHC’s values in practice and who have made significant contributions through collaboration with colleagues, delivering beyond their normal scope of work, and consistent excellence.

**PRINCIPLE
15**

The Board should ensure that assurance services and functions enable an effective control environment, and that these support the integrity of information for internal decision-making and of the organisation's external reports.

Disclosure Requirement

External reports should disclose information about the type of assurance process applied to each report. This should also include:

- Brief description of the nature, scope and extent of assurance functions, services and processes underlying the preparation and presentation of the report.
- A statement by the Board on the integrity of the report and the basis for this statement, with reference to the assurance applied Audit and Risk Committee disclosures.
- Statement as to whether audit committee is satisfied that external auditor is independent.
- Policy and controls in respect of non-audit services and nature of such services rendered during the financial year.
- Tenure of the external audit firm & rotation of designated external audit partner.
- Significant matters that the audit committee has considered in relation to the AFS and how these were addressed.

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report
Finance Policy (2024)
Finance Oversight Policy (2020)

JHC Disclosure / Progress made

Those charged with governance of the entity are responsible for the integrity of the Integrated Annual Report and the Group's Audited Financial Statements. JHC and its subsidiaries' annual financial statements have been audited by the independent auditors, Karolia Jeena Inc. The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements. The auditors' unqualified audit report is available for inspection at the company's registered office.

The Audit Committee oversees the combined assurance framework, integrating internal audit, external audit, and management assurance to ensure the reliability of financial and non-financial information. The Group maintains a robust system of internal financial control designed to ensure the integrity of accounting records and the reliability of financial and non-financial information used both internally and for external reporting. This system incorporates internal-monitoring mechanisms, with corrective actions implemented promptly to address any identified deficiencies.

Management will be finalising the appointment of a new internal auditor firm in November 2025 after the termination of the previous internal auditors in 2023. The Board has ensured that an independent and effective Audit Committee is implemented, as per the Corporate Governance Policy, Section 7.2.2. The Audit Committee is comprised of four independent non-executive directors who meet quarterly. The Committee operates within the limits set out in JHC's Memorandum of Incorporation and the Companies Act. A summary of the Audit Committee's responsibilities is provided in Section 3.5 of the 2024/25 Integrated Annual Report.

The MOI provides for the appointment of independent auditors to review and express an opinion on the annual financial statements, reinforcing integrity and assurance of financial reporting. The Audit Committee confirms the independence of the external auditors annually and oversees audit partner rotation in line with the Companies Act.

**PRINCIPLE
16**

In the execution of its governance role and responsibilities, the Board should adopt a stakeholder-inclusive approach that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.

Disclosure Requirement

An overview of the arrangements in place for governing and managing stakeholder relationships.
Key areas of focus during the reporting period.
Actions taken to monitor effectiveness and how outcomes were addressed.
Group of Companies – Disclose an overview of the Group Governance Framework

Applicable Policies & Documents

Corporate Governance Policy
2025 Integrated Annual Report
Makhulong A Matala Policy, Version 2, April 2023

JHC Disclosure / Progress made

The Board is responsible for identifying key stakeholders and actively managing stakeholder relationships (Corporate Governance Policy, Section 7.2.2).

JHC is committed to a stakeholder inclusive approach and maintains continuous engagement and partnership with stakeholders including tenants, government, regulators, funders and financial partners, industry associations, Community Improvement Districts (CIDs), community partners, NGOs, suppliers and service providers.

Tenant engagement is a critical function that is executed via JHC’s walk-in centre, online platforms and call-centre, as well as in-person tenant engagement sessions. During the reporting period, 14 JHC Cares, Open Days and tenant engagement sessions were hosted across 13 buildings providing opportunities for face-to-face tenant engagement and query resolution (2025 Integrated Annual Report, Section 4.3).

A Stakeholder Map is provided in Section 1.6 of the 2024/25 Integrated Annual Report. The Stakeholder Map sets out the individuals, groups, and organisations that have an interest in, or are affected by JHC’s programmes, projects and activities.

The MOI outlines the rights of Members or Shareholders to appoint directors, receive audited reports, and hold the Board accountable, ensuring transparent governance and stakeholder participation.

*Principle 17 relates to institutional investor organisations and is therefore not applicable

ANNEXURE 2: ESG REGISTER

This ESG Register presents JHC’s baseline assessment of its environmental, social, and governance (ESG) performance. Developed in line with the JSE Sustainability Disclosure Guidance, it provides a foundation for strengthening JHC’s sustainability reporting in future years.

The Register consolidates JHC’s performance across key ESG themes, highlighting material metrics and indicating where these are addressed in the 2024/25 Integrated Annual Report or other documents. The baseline supports JHC’s transition to integrated reporting, enabling the Board and Executive Management to incorporate ESG considerations into strategic planning, performance monitoring, and risk management. As reporting matures, the Register will also inform target-setting and enhance transparency for stakeholders and funders.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
GOVERNANCE METRICS						
G1 BOARD COMPOSITION						
G1.1 Board diversity	C	Composition of the board and its committees by race, gender, age group (under 30, 30–50, over 50) and, where relevant, any under-represented social groups.	Yes	Published	2025 Integrated Report, pg. 49-53	
G1.2 Board competence	C	Description of the specific skills, competencies, and experience on the Board to address the organisation’s significant sustainability-related impacts, risks, and opportunities.	Yes	Published	2025 Integrated Report, pg. 49-51	
G1.3 Board independence	C	Composition of the board regarding: executive or non-executive; independence; tenure on the governance body; and number and nature of each individual’s other significant positions and commitments.	Yes	Published	2025 Integrated Report, pg. 49-53	Board members’ other directorships are not published currently.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
G2 REMUNERATION						
G2.1 Remuneration practices	C	How the remuneration policies for board members and senior executives relate to their objectives and performance in relation to delivery of the organisation's strategy and management of its impacts on people, the environment and the economy, noting the split between fixed pay and variable pay, and with variable pay split into short- and long-term incentives.	Yes	Published partially	2025 Integrated Report, pg. 58-59	
G3 ETHICAL BEHAVIOUR						
G3.1 Anti-corruption G3.1a	C	Total percentage of governance body members, employees and business partners who have received training or awareness-raising on the organisation's anti-corruption policies and procedures, broken down by employee category and region.	Yes	Published	2025 Integrated Report, pg. 43, 47	
G3.1b	C	Total number and nature of incidents of corruption confirmed during the current year, related to this year and previous years, with a description of the activities taken to address confirmed incidents, and of the outcomes of these activities.	Yes	Published	2025 Integrated Report, pg. 44 & 71 Annual Financial Statements 2025	
G3.1c	C	A description of: i) the internal and external grievance mechanisms (including whistle-blowing facilities) for reporting concerns about unethical or unlawful behaviour and lack of organisational integrity; ii) mechanisms for seeking advice about ethical and lawful behaviour and organisational integrity; and iii) the extent to which these various mechanisms have been used, and the outcomes of processes using these mechanisms.	Yes	Published	2025 Integrated Report, pg. 47 & 71	

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
G3.1d	L	Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture, to combat corruption.	Yes	Published	2025 Integrated Report, pg. 25-26 & 32	
G3.2 Lobbying and political contributions G3.2a	C	Total monetary value of financial and in-kind political contributions made directly and indirectly by the organisation, by country and recipient/beneficiary.	Yes	Not applicable	Not applicable	Not considered material as JHC does not make any contributions to political organisations.
G3.2b	C	Identify the significant issues that are the focus of the company's participation in public policy development and lobbying, including within any business association that the company is a member of; describe the company's strategy relevant to these areas of focus, identifying any differences between its lobbying positions and its purpose, policies, goals and other public positions.	Yes	Published	2025 Integrated Report, pg. 25-26 & 71	
G4 COMPLIANCE AND RISK MANAGEMENT						
G4.1 Incidents	C	Number and nature of significant environmental, social and/or governance related incidents during the reporting period, including incidents of legal non-compliance (whether under investigation, pending finalisation, or finalised) and directives, compliance notices, warnings or investigations, and any public controversies.	Yes	Not published	Not applicable	No incidents were reported during the period.
G4.2 Fines and monetary loss	C	Total number and monetary value of fines, settlements, penalties, and other monetary loss suffered in relation to ESG incidents or breaches, including individual and total cost of the fines, settlements and penalties paid in relation to ESG incidents or breaches; and description of plans to address any incidents or breaches.	Yes	Not applicable	Not applicable	No fines, settlements, penalties, or other monetary losses were suffered in relation to environmental, social or governance-related incidents or breaches during the period.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
G5 TAX TRANSPARENCY						
G5.1 Tax paid and estimated tax gap G5.1a	C	A description of the organisation's approach to tax, including: i) whether the organisation has a tax strategy and, if so, a link to this strategy if publicly available; ii) the governance body or executive-level position within the organisation that formally reviews and approves the tax strategy, and the frequency of this review; iii) how its approach to tax is linked to the business and sustainability strategies of the organisation.	Yes	Not published	Not published	The Group does not publish a standalone tax strategy; our approach to taxation is guided by forecast operational performance and the principles of transparency, compliance and accountability in line with the Companies Act of South Africa, IFRS® Accounting Standards and South African tax legislation. Tax compliance is intergrated into the Group's financial governance and risk management framework and overseen by the Chief Financial Officer (CFO), who reports to the Board Audit and Risk Committee. The Committee reviews the Group's tax position annually as part of the approval process for the consolidated financial statements. Our approach to tax aligns with our broader sustainability strategy, ensuring that taxes are paid responsibly where value is created.
G5.1b	C	For each tax jurisdiction: the total global tax borne by the company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the company, by category of taxes.	Yes	Published	2025 Integrated Report, pg. 88 Annual Financial Statements 2025	The Group's income tax including current and deferred tax, is disclosed in the abridged consolidated financial statements included in this Integrated Annual Report. Other taxes, and levies including Value Added Tax (VAT), employer payroll taxes, municipal property rates, and non-creditable VAT are either disclosed separately or included within relevant expense line items in the audited annual financial statements.
G5.1c	L	Extent of exposure to countries and jurisdictions recognised for their corporate tax rate, tax transparency and tax haven status; estimated tax gap (gap between estimated effective tax rate and estimated statutory tax rate).	Yes	Not applicable	Not applicable	JHC only operates in South Africa.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
SOCIAL METRICS						
S1 LABOUR STANDARDS						
S1.1 Diversity and inclusion S1.1a	C	Percentage of employees per employee category by race, gender, age group (under 30, 30-50, over 50), and where relevant other diversity indicators.	Yes	Published	2025 Integrated Report, pg. 38	
S1.1b	C	Number of allegations and confirmed incidents of discrimination and/or human rights incidents relating to workers incidents during the reporting period, noting the investigation status of reported and actual incidents, actions taken, and total amount of monetary losses due to legal proceedings associated with labour law violation, employment discrimination, and/or human rights violations.	Yes	Not applicable	Not applicable	No incidents or allegations were reported during the period under review.
S1.2 Pay equality S1.2a	C	Ratio between the CEO's total annual remuneration and the median, lower quartile, and upper quartile of the total annual remuneration of all the organisation's employees (excluding the CEO).	Yes	Limited publication	DOL Annual Submission, Form EEA4	Remuneration data is provided to the Department of Labour on an annual basis (ratios are not calculated).
S1.2b	L	The ratio of the average annual remuneration of the top 10% of the organisation's top earners, and the average annual remuneration for the bottom 10% of the lowest earners in the organisation.	Yes	Limited publication	DOL Annual Submission, Form EEA5	Remuneration data is provided to the Department of Labour on an annual basis (ratios are not calculated).
S1.2c	C	The total annual remuneration of both the highest paid employee and the lowest paid employee; the average remuneration; and the median remuneration of all employees.	Yes	Limited publication	DOL Annual Submission, Form EEA6	Remuneration data is provided to the Department of Labour on an annual basis.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S1.2d	C	Ratio of the total annual remuneration of women to men, and by race group, for each employee category, by 'significant locations of operation' (as defined by the organisation).	Yes	Limited publication	DOL Annual Submission, Form EEA5	Remuneration data is provided to the Department of Labour on an annual basis (ratios are not calculated).
S1.3 Wage level and living wage S1.3a	C	When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the standard entry level wage by race and gender compared to the applicable legislated minimum wage for the sector.	Yes	Not published	Not published	Not calculated or published currently.
S1.3b	C	Ratio of lowest wage to living wage for employees and non-employee workers for each significant location of operation.	Yes	Not published	Not published	Not calculated or published currently.
S1.3c	L	Percentage of employees and non-employee workers whose wages fall below a specific living wage methodology or benchmark.	Yes	Not published	Not published	Not calculated or published currently.
S1.4 Freedom of Association and Collective Bargaining S1.4a	C	Describe how the organisation manages freedom of association and collective bargaining, noting any policy or policies considered likely to affect workers' decisions to form or join a trade union, to bargain collectively or to engage in trade union activities.	Yes	Published	2025 Integrated Report, pg. 36	JHC is not associated with a trade union. JHC provides a committee amongst employees for dialogue, communication and consultation concerning employee related matters. This committee is known as the Employee Representative Committee and is referenced on page 35 of the 2025 Integrated Annual Report.
S1.4b	C	Percentage of total employees covered under collective bargaining agreements.	Yes	Not applicable	Not applicable	
S1.4c	C	Disclose the extent of major work stoppages (including both strikes and lockouts) due to disputes between the undertaking and its workforce, including the number of major work stoppages, and for each: number of workers involved; length in days of stoppage, reasons, and steps taken to resolve each dispute.	Yes	Not applicable	Not applicable	No work stoppages occurred in the reporting period.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S1.4d	L	An explanation of the due diligence assessment performed on suppliers for which the right to freedom of association and collective bargaining is at risk including measures taken by the organisation to address these risks.	Yes	Not applicable	Not applicable	Not currently included in supplier due diligence processes.
S1.5 Characteristics of employees and workers in workforce S1.5a	C	Describe key characteristics of employees in own workforce, including: total number of all employees by country; permanent employees; temporary employees; non-guaranteed hours employees; full-time employees; and part-time employees – with breakdown by race and gender for each.	Yes	Published	2025 Integrated Report, pg. 37	
S1.5b	C	Describe key characteristics of non-employee workers in the organisation’s own workforce, including: total number of non-employee workers, noting the most common type of workers and their relationship with the organisation.	Yes	Published	2025 Integrated Report, pg. 37	
S2 COMMUNITY DEVELOPMENT						
S2.1 Community human rights S2.1a	C	Total number and percentage of operations that have been subject to a human rights due diligence process or impact assessments, by country.	Yes	Not applicable	Not applicable	
S2.1b	C	Nature of processes for engaging with affected communities and their representatives, and channels for affected community members to raise concerns.	Yes	Published	2025 Integrated Report, pg. 32 & 67-68	
S2.1c	C	Number and type of grievances reported with associated impacts related to a salient human rights issue in the reporting period, and an explanation of the % of these that are remedied in agreement with those who expressed the grievance.	Yes	Published	2025 Integrated Report, pg. 47 & 71	JHC’s tenants are able to access the Rental Housing Tribunal in cases where they believe their rights have been infringed.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S2.1d	L	Number and percentage of relevant sites (typically those involved in extracting, harvesting, or developing natural resources or energy) that implement a human rights and security approach consistent with the Voluntary Principles on Security and Human Rights.	No	Not applicable	Not applicable	
S2.1e	L	Number and percentage of sites at which the ownership, use of or access to land is contested, and an explanation of actions taken to address related social risks.	Yes	Published	2025 Integrated Report, pg. 71	JHC followed due process in the eviction of illegal occupants from one of its vacant properties in Newtown.
S2.2 Skills for the future	C	Describe the employee and external skills development programmes aimed at developing skills that increase the recipient's future mobility, career development, and/or income earning potential.	Yes	Published	2025 Integrated Report, pg. 10, 36, 59, 67, 68, 71.	
S2.3 Employment and wealth creation S2.3a	C	Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity, and region.	Yes	Published	2025 Integrated Report, pg. 37	
S2.3b	C	Total number and rate of employee turnover (for permanent employees) during the reporting period, by age group, gender, other indicators of diversity, and region.	Yes	Published	2025 Integrated Report, pg. 37	
S2.4 Economic contribution S2.4a	C	<p>Direct economic value generated and distributed (EVG&D) on an accrual basis, covering the basic components for the organisation's global operations, ideally split out by:</p> <ul style="list-style-type: none"> (i) Revenue (ii) Operating costs (iii) Employee wages and benefits (iv) Payments to providers of capital (v) Payments to government (taxes, royalties, levies, etc.) (vi) Community investment (including charitable giving, impact investment and other social investment). 	Yes	Published	2025 Integrated Report, pp. 84-88. Annual Financial Statements 2025	<p>Revenue, operating costs, payments to providers of capital and income tax paid are disclosed in the abridged financial statements included in the Integrated Annual Report.</p> <p>Community investment is indicated in the highlights section (pg. 8) of the Integrated Annual Report.</p> <p>Employee wages and benefits (aggregated) are indicated in the complete Audited Financial Statements.</p>

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S2.4b	C	Description of significant identified indirect economic impacts of the organisation, including for example: number of jobs supported in supply or distribution chain; number of suppliers/enterprises supported from defined vulnerable groups; nature of economic development in areas of high poverty; availability of products and services for those on low incomes or previously disadvantaged; enhanced skills and knowledge in a professional community or geographic location.	Yes	Not published	Not published	As part of our procurement strategy and B-BBEE framework, we prioritise procurement from qualifying small enterprises, black-owned businesses, and other vulnerable groups. This commitment is reflected in our performance on the Enterprise and Supplier Development (ESD) element of the B-BBEE scorecard. As part of our Skills Development efforts, we place specific emphasis on upskilling individuals from previously disadvantaged backgrounds. This focus is integrated into our training and mentorship initiatives and is measured under the Skills Development element of the B-BBEE compliance framework. Our B-BBEE scorecard, which reflects these efforts, is accessible to funders and stakeholders.
S2.4c	C	Percentage of the procurement budget used for significant locations of operation that is spent on local suppliers, noting the organisation's definitions of 'local' and for 'significant locations of operation'.	Yes	Not published	Not published	
S2.4d	L	Description (quantitative and qualitative) of the extent of significant infrastructure investment and services supported.	Yes	Not applicable	Not applicable	There was no significant investment in infrastructure in the period under review.
S2.4e	L	Total monetary value of financial assistance received by the organisation from any government during the reporting period.	Yes	Not applicable	Not applicable	None received in the period under review.
S3 HEALTH AND SAFETY						
S3.1 Workplace health and safety S3.1a	C	Number and rate of fatalities as a result of a work-related injury or ill-health during the reporting period across the organisation; the disclosure should include both employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation.	Yes	Not applicable	Not applicable	There were no fatalities as a result of work-related injuries or ill-health during the reporting period.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S3.1b	C	Number of recordable work-related injuries, and number of work-related illnesses or health conditions arising from exposure to work-related hazards during the reporting period; the disclosure should include both employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation.	Yes	Not applicable	Not applicable	There were no work-related injuries or illnesses during the reporting period.
S3.1c	L	An explanation of how the organisation facilitates workers' access to nonoccupational medical and healthcare services and the scope of access provided for employees and workers, and a description of any voluntary health promotion services and programmes offered to workers to address major non-work-related health risks, including the specific health risks addressed.	Yes	Published	2025 Integrated Report, pg. 19 & 60	
S4 CUSTOMER RESPONSIBILITY						
S4.1 High risk products and services S4.1a	C	Description of products and services that present specific risks to individuals, communities, or the environment; an outline of the nature of these risks, and the measures taken to mitigate these.	No	Not published	Not published	Not applicable to JHC
S4.1b	C	Number and nature of any product recalls.	No	Not published	Not published	Not applicable to JHC
S4.2 Product innovation S4.2a	C	Total research and development spend.	No	Not published	Not published	Not applicable to JHC
S4.2b	L	Total costs related to research and development aimed at enhancing social or environmental attributes of products and services.	No	Not published	Not published	Not applicable to JHC

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
S4.2c	L	Percentage of revenue from products and services designed to deliver specific social or environmental benefits or to address specific sustainability challenges; if the company applies a taxonomy or benchmark to label their activities as sustainable, they should report on the benchmark used and how they meet the criteria of the benchmark.	No	Not published	Not published	
S4.3 Consumer data and privacy S4.3a	C	A description of the mechanisms and steps taken to ensure privacy of consumer data.	Yes	Published	2025 Integrated Report, pg. 30, 47, 91-92, 98	
S4.3b	C	Total number of substantiated complaints received concerning breaches of customer privacy (categorised by complaints received from outside parties and substantiated by the organisation, and complaints from regulatory bodies), and total number of identified leaks, thefts, or losses of customer data.	Yes	Published	2025 Integrated Report, pg. 71	
S5 SUPPLY CHAIN						
S5.1 Supply Chain (Social) S5.1a	C	Description of the operations and suppliers considered to have a significant risk of child labour, forced or compulsory labour, or other significant actual and potential negative social impacts, given the type of operation, commodities, or geographic region, and the nature of the measures taken by the organisation intended to contribute to eliminating these risks.	No	Not published	Not published	Not currently included in supplier due diligence processes.
S5.1b	C	The number and percentage of identified child labour, or forced and compulsory labour incidents in its operations or value chain; and percentage of these where the reporting entity has played a role in securing remedy for those affected.	No	Not published	Not published	Not currently included in supplier due diligence processes.
S5.1c	C	Report wherever material across the supply chain: mechanisms (eg supplier screening, and audits) to identify and address significant actual and potential negative social impacts, nature of these impacts, and measures to address these.	Yes	Not published	Not published	Not currently included in supplier due diligence processes.
S5.1d	L	% of products certified by external agencies, % of traceable origin.	Yes	Not published	Not published	Not currently included in supplier due diligence processes.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
ENVIRONMENTAL METRICS						
E1 CLIMATE CHANGE						
E1.1 GHG Emissions E1.1a	C	Absolute gross greenhouse gas emissions expressed as metric tonnes of CO2 equivalent and measured in accordance with the Greenhouse Gas Protocol for: Scope 1, Scope 2, and Scope 3 emissions. Scope 1 and Scope 2 emissions should be disclosed separately for (i) the consolidated accounting group (the parent and its subsidiaries) and (ii) associates, joint ventures, unconsolidated subsidiaries or affiliates not included in (i).	No	Not published	Not published	Not measured currently. A baseline measurement is under consideration for the next financial year.
E1.1b	L	Scope 3 emissions should include upstream and downstream emissions. The categories of Scope 3 emissions and basis for measurement for information provided by entities in the value chain should be disclosed. Recognising the challenges related to the disclosure of Scope 3 emissions, including data availability, reasons should be provided when Scope 3 emissions or categories of Scope 3 emissions are omitted.	No	Not published	Not published	Not measured currently.
E1.1c	C	GHG emissions intensity for Scope 1, 2 and 3, expressed as metric tonnes of CO2 equivalent per unit of physical or economic output.	No	Not published	Not published	Not measured currently. A baseline measurement is under consideration for the next financial year.
E1.2 Energy mix	C	Total energy use and share of energy usage by generation type noting use of energy from renewable non-fossil sources, (namely wind, solar (solar thermal and solar photovoltaic) and geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas).	Yes	Not published	Not published	Data is available but not published currently.

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
E1.3 Science-based targets	L	Define and report progress against time-bound short-, medium-, and long-term science-based GHG emissions targets that are in line with the goals of the Paris Agreement and Glasgow Climate Pact. This includes reducing global carbon dioxide emissions by 45% by 2030 relative to the 2010 level, and to net zero around mid-century, based on the best available scientific knowledge and equity, taking into account common but differentiated responsibilities and respective capabilities, and in the context of sustainable development and efforts to eradicate poverty. Science-based emissions reduction targets should be informed by recognised scientific methodologies and verified through approved processes; they should (as an absolute minimum) be consistent with relevant host country/ies' Nationally Determined Contribution.	No	Not published	Not published	Not currently in place
E1.4 Just transition E1.4a	C	Existence and nature of a 'transition plan' that commits to stakeholder engagement with affected workers and communities (see the JSE Climate Disclosure Guidance for further detail).	No	Not published	Not published	Not currently in place
E1.4b	C	Number of workers in the past year recruited, retrained, retrenched, and/or compensated due to implementation of the decarbonisation plan.	No	Not published	Not published	Not applicable
E1.4c	L	Number of engagements undertaken with affected parties by group and geography.	No	Not published	Not published	Not applicable
E1.4d	L	Nature of climate-related lobbying activities, and those of relevant associations and membership groups, and their alignment with the objectives of the Paris Agreement and Glasgow Climate Pact.	No	Not published	Not published	Not currently in place

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
E1.4e	L	Nature of provision for delivery of the transition plan within executive remuneration.	No	Not published	Not published	Not currently in place
E1.4f	L	Nature of provision for impacts on workers and communities within climate scenario plans.	No	Not published	Not published	Not currently in place
E1.4g	L	Amount of capital and expenditure deployed on direct and indirect climate adaptation and climate mitigation efforts.	No	Not published	Not published	Not currently in place
E2 WATER SECURITY						
E2.1 Water usage E2.1a	C	Total water consumption from all areas, and from areas with water stress.	Yes	Not published	Not published	Data is available but not published currently
E2.1b	L	Total water withdrawal from all areas with water stress, with a breakdown by the following sources if applicable: surface water, groundwater, seawater, produced water, third-party water.	Yes	Not published	Not published Not published	Data is available but not published currently
E2.1c	L	Freshwater consumption intensity: total freshwater use per material unit (eg sales revenue, unit of production, m2 of building, or other).	Yes	Not published		Water Usage Intensity (WUI) is calculated per building for internal use only. It is not disclosed publicly currently.
E3 BIODIVERSITY AND LAND USE						
E3.1 Biodiversity footprint (ecosystems) E3.1a	C	Number and area of sites owned, leased, or managed in or adjacent to areas of high biodiversity value (Key Biodiversity Areas – KBAs), for operations (if applicable) and full supply chain (if material).	No	Not applicable	Not applicable	Not relevant for JHC as we operate on brownfields sites in the Johannesburg inner city.
E3.1b	C	Area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities).	No	Not applicable	Not applicable	

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
E3.1c	C	Level of capital and expenditure deployed towards implementation of measures undertaken to manage positive impacts and avoid, minimise, restore/ rehabilitate and/or offset negative impacts on biodiversity and ecosystems.	No	Not published	Not published	Not currently in place
E3.1d	L	Describe wherever material across the value chain mechanisms aimed at enhancing management of biodiversity and ecosystem impacts (such as policies, targets, certifications, and audits).	No	Not published	Not published	Not currently in place
E3.1e	L	Describe and report results of any processes aimed at identifying, assessing and/or managing the biodiversity footprint of the organisation, including for example: size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals; and status of each area based on its condition at the close of the reporting period, noting the standards and methodologies used.	No	Not published	Not published	Not currently in place
E4 POLLUTION AND WASTE						
E4.1 Solid waste E4.1a	C	Total weight of waste generated (non-recycled), with a breakdown by composition of waste, noting % directed to disposal (including landfill and incineration), and % diverted from disposal (eg reuse, recycling, recovery).	Yes	Not published	Not published	Not measured currently
E4.1b	C	Total weight of hazardous waste generated, noting % directed to disposal (including landfill and incineration), and % diverted from disposal (eg reuse, recycling, recovery).	Yes	Not applicable	Not applicable	No hazardous waste is generated in building operations

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
E4.1c	C	Waste intensity: total waste per material unit (eg sales revenue, unit of production, or other).	Yes	Not published	Not published	Not measured currently
E4.2 Single use plastic	L	Report wherever material along the value chain: estimated metric tonnes of single-use plastic consumed and share (%) of single-use plastic weight of total plastic weight.	Yes	Not published	Not published	Not measured currently
E4.3 Atmospheric pollution E4.3a	C	Report wherever material along the value chain: nitrogen oxides (NO _x), sulphur oxides (SO _x), volatile organic compounds (VOC), persistent organic pollutants (POP), particulate matter, and other significant air emissions identified in relevant regulations.	No	Not applicable	Not applicable	
E4.3b	L	Wherever possible estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas.	No	Not applicable	Not applicable	Negligible emissions from residential buildings
E4.4 Water pollution	L	Total water discharge to all areas in megalitres, and list of priority substances of concern for which discharges are treated, including how these substances were defined, approach to setting discharge limits, and number of incidents of non-compliance with discharge limits.	No	Not published	Not published	Not measured currently
E5 SUPPLY CHAIN AND MATERIALS						
E5.1 Supply chain (environmental)	L	Report wherever material across the supply chain: mechanisms (eg supplier screening, and audits) to identify and address significant actual and potential negative environmental impacts, nature of these impacts, and measures to address these.	Yes	Not published	Not published	Not currently in place

Disclosure Topic	Core (C)/ Leadership (L)	Metric / Description	Material to JHC	Status	Disclosure Location	Notes
E5.2 Materials of concern E5.2a	C	Process to identify and manage emerging materials and chemicals of concern in products (materials of concern could include conflict minerals or recognised high impact raw materials such as palm oil).	Yes	Not published	Not published	Not currently in place
			No	Not published	Not published	Not currently in place
E5.2b	L	Percentage of materials identified in point 1 above that are covered by a sustainability certification standard or formalised sustainability management programme.				





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