

2025 SUMMARISED INTEGRATED REPORT



Serving with Heart

Advancing Lives through Care, Connection and Purpose



It takes more than one heart to save a life. At SANBS, we 'Serve with Heart', together with every donor, every colleague, and every life touched by our mission.

At SANBS, we 'Serve with Heart', together with every donor, every colleague, every healthcare professional, partner, and supplier who plays a role in sustaining the lifeline of our nation. Every act of service, every collaboration, every shared commitment brings us closer to saving more lives.

The year 2025 marks a pivotal moment in SANBS' journey. It is being shaped by deeper human connection, enhanced care experiences, and a renewed commitment to placing people at the centre of everything we do. At the heart of this transformation lies a clear and deliberate focus on empathy, purpose and excellent service that is genuinely people-first.

Across the company, from donor clinics to laboratories, from logistics teams to leadership, we are shifting from a product-focused mindset to one that is truly customer-centric. This change goes beyond strategy; it reflects the essence of who we are. It means recognising our donors not just as contributors, but as essential partners in a national mission. It means equipping our employees to lead with empathy and professional excellence. And it means delivering not only with technical precision, but with care and compassion.

Over the past year, we laid the foundations for a future-ready SANBS. From advancing our digital transformation, to reimagining how we engage with the people we serve, we are building a company that is responsive, connected and focused on creating value through every interaction.

Meaningful progress is being made in recognising donor contributions through thoughtful tokens of appreciation that acknowledge and thank our donors, reinforcing SANBS' culture of gratitude and care.

These early efforts are part of a broader shift in how we build trust, retain donors, and encourage lifelong participation. Supported by data insights and improved experience design, we are reframing what it means to engage with SANBS, and to feel valued in that journey.

We are also proud of the strides made in shaping a fit-for-purpose workforce, one that is diverse, capable and aligned to our strategic direction. Investing in people remains a central pillar of our transformation, ensuring that we are not only equipped to meet today's challenges, but ready to lead through the next decade.

We believe every unit of blood is more than a donation. It is an act of hope. That belief guides every decision we make and every interaction we have, with donors, patients, communities and each other.

Looking ahead to 2030, our strategy continues to place people at the centre, those who give, those who serve, and those whose lives are touched by our work. In a world of constant change, the one thing that remains steadfast is the heart with which we serve.





WHY WE EXIST OUR PURPOSE, VISION, MISSION, VALUES AND MANDATE

We are transitioning from a product-focused mindset to one that is customer-centric, supported by a strong foundation that is vital for long-term success and equips SANBS to navigate the future. By embracing this approach, we reaffirm our commitment to excellence and sustainability, ensuring that our purpose-driven company continues to save lives and make a lasting impact on the communities we serve - an effort made even more powerful as we 'Serve with Heart'.



PURPOSE

Trusted to save lives.



VISION

To be the cornerstone of healthcare services in South Africa, through the gift of life.



MISSION

To reliably provide trusted blood products and services to all patients at a level of cost, efficiency, and quality that meets the needs of our stakeholders while innovating to improve patient outcomes.



OUR MANDATE

SANBS is a non-profit company, registered in terms of the Companies Act, 71 of 2008, and governed by, among others, the Non-Profit Organisations Act, 71 of 1997 and the National Health Act, 61 of 2003. The legal mandate of SANBS is to provide blood transfusion and related services.

OUR CORE VALUES

The **THREAD** that unites us...



Transparency

We share information in a honest transparent manner



Honesty

We do the right things always. We do what we say we will do



Respect

We treat everyone fairly and with respect regardless of gender, race, sexual orientation or social status



Excellence

We have committed to be best, and we deliver the best blood transfusion services and products



Accountability

We take ownership of our work and promptly correct mistakes to the greatest extent possible



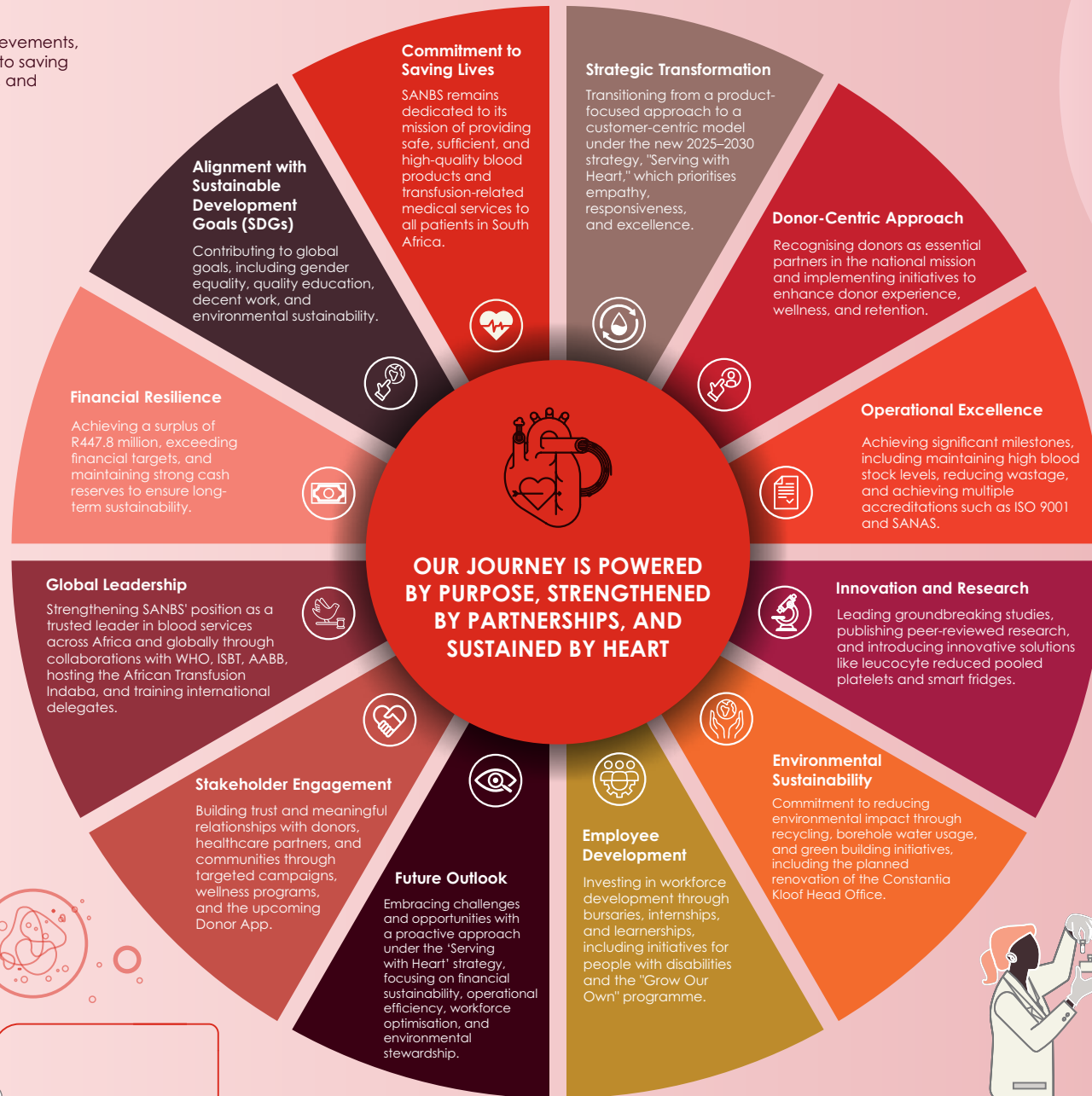
Diversity

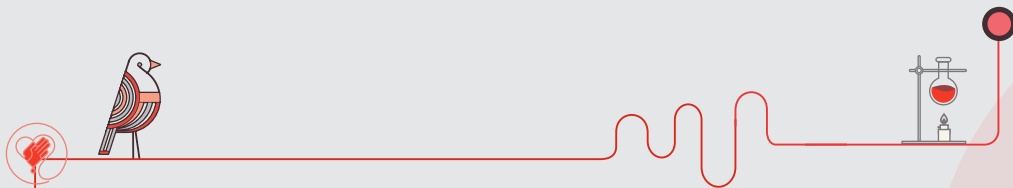
We embrace diversity at our workplace which is richly diverse and multi-cultural



WHAT IS IMPORTANT FOR YOU TO KNOW FY25 AT A GLANCE

These messages highlight SANBS' achievements, strategic direction, and commitment to saving lives while promoting trust, innovation, and sustainability.





AT SANBS, WE ARE UNITED BY A SINGLE PURPOSE SAVING LIVES

As a non-profit company, we are responsible for providing our patients with safe, sufficient, and high-quality blood products and transfusion-related medical services, delivered equitably, affordably, and with heart.

Our role extends far beyond collecting blood. We manage the entire blood value chain, from donor recruitment and blood collection, through rigorous testing and processing, to final cross matching at blood banks and delivery at hospitals. Every unit of blood is screened for infectious diseases, blood type, and checked for compatibility to ensure the safest possible transfusions.



DONATION

We recruit volunteer blood donors



TESTING

Blood is tested for infectious diseases



PROCESSING

Blood is prepared for patient use



SCREENING

Compatibility is checked



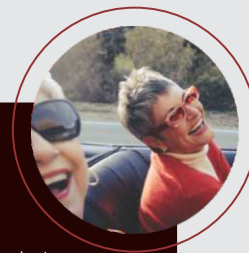
DISTRIBUTION

Blood is delivered to hospitals



Behind every life saved is a promise we keep: to deliver quality, safety, and care in every drop.

A YEAR DEFINED BY HEART



At SANBS, 2025 marked more than a milestone, it marked a movement. Across the country, thousands of hearts beat as one: donors, nurses, scientists, drivers, administrators, and communities, each person contributing to a mission that saves lives daily.

Guided by our new 'Serving with Heart' strategy, SANBS entered this year with renewed purpose: to put people - donors, patients, partners, and employees - at the very centre of every decision. The shift from a product-focused to a customer-centric company is not simply a strategic transition. It is a cultural transformation that reflects who we are becoming: a company that listens with empathy, acts with integrity, and delivers with excellence.

"When we serve with heart, we do more than collect blood - we connect people through hope." - Ravi Reddy, Chief Executive Officer

INTEGRATED THINKING WITH HEART

For SANBS, integrated reporting has evolved beyond compliance, it is how we hold ourselves accountable to the people we serve. Through our 'Serving with Heart' strategy, we connect ethical leadership, digital innovation, and compassion to create real, measurable value. Each report we produce demonstrates how our decisions translate into tangible impact for donors, patients, and partners, showing the integrity and purpose that guide our actions.

By combining data, transparency, and empathy, SANBS is building a culture of responsible innovation, one that strengthens trust and drives sustainable progress across South Africa's healthcare ecosystem.

Ethical leadership is about doing the right thing, the right way - and doing it with heart.

CHAIRPERSON'S REFLECTION LEADING WITH INTEGRITY AND HEART

"Serving with Heart" is a philosophy that defines how we engage with our nation. As Chairperson, I am continually inspired by the humanity that fuels our mission. The past year revealed not only the strength of our systems, but the depth of our compassion. Each donation, each act of service, and each decision we make demonstrates what ethical leadership truly means, accountability expressed through care."

Thabo Mokgatlha CHAIRPERSON, BOARD OF DIRECTORS



This year, I witnessed SANBS experience one of its most remarkable periods of progress and renewal. Our blood stocks reached record stability, a reflection of both public trust and operational excellence. Yet the real story lies in the people behind these achievements: the donors who return again and again, the employees who embody professionalism and empathy, and the communities who rally around our call to serve.

Inclusivity continues to guide us. I am encouraged by the increase in young and diverse donors, particularly from underrepresented groups. This shift signals not just demographic change, but cultural evolution, proof that the spirit of generosity is alive in every corner of South Africa.

Our journey toward digital transformation also excites me. The Donor App represents a pivotal step in deepening engagement and creating belonging. By simplifying the donation process, connecting donors directly to their life-saving impact, and celebrating milestones, we are transforming giving into a shared national experience of hope.

As a Board, we continue to champion ethical governance and oversight. Ethical leadership for me is not about hierarchy, it is about humanity. It is about leading with integrity, fairness, and compassion, ensuring that every decision places the donor and the patient at its heart.



"It remains my greatest honour to serve a company whose heart beats for every South African."

CEO'S REFLECTION STRATEGY IN MOTION, HUMANITY IN FOCUS

"FY25 marked the culmination of our iHEALTH journey, and the beginning of 'Serving with Heart'. As Chief Executive Officer, I am immensely proud of how SANBS has evolved into a company that leads with empathy, while maintaining the scientific rigour and operational excellence our mission demands."

Ravi Reddy CHIEF EXECUTIVE OFFICER



This year, we achieved one of the strongest performances in our history. Blood stock stability remained consistently high, with no cutbacks for the first time in years. This achievement was powered by our Donor Sustainability Project, expanded collection drives, and recognition programmes that honoured generosity with gratitude.

Operationally, we strengthened governance and alignment, achieving ISO 9001 certification for our support services. Financially, we exceeded all expectations, delivering a 10.1% surplus against a target of 1.3% and securing eight months of operating reserves. These outcomes reflect disciplined leadership, fiscal prudence, and a shared commitment to sustainability.

The greatest transformation, however, lies in our culture. Through our 'Serving with Heart' strategy, we are embedding empathy and responsiveness into every interaction. I believe that leadership is about listening, understanding the needs of donors, patients, and employees, and transforming those insights into meaningful action.

Our progress this year also extended to innovation. Red Saturday brought communities together nationwide. The BECS optimisation modernised our systems, while responsible use of AI and cybersecurity enhancements strengthened trust and efficiency.

Looking forward, my vision is for SANBS to remain a model of responsible innovation — where technology amplifies compassion, data enhances relationships, and every process reflects care.

"When we combine heart with intelligence, we create not just progress, but purpose."

MEDICAL DIRECTOR'S REFLECTION SCIENCE WITH A SOUL



"Behind every safe transfusion stands a community of scientists, doctors, and donors united by heart. As Medical Director, I am proud to say that FY25 was a landmark year for both clinical excellence and compassionate innovation."



Dr. Karin van den Berg MEDICAL DIRECTOR

Our teams achieved record performance in Group O and platelet collections, maintaining uninterrupted supply across the nation. SANBS continued to lead globally in transfusion medicine, authoring 19 research papers and contributing to major international studies on Hepatitis C and malaria screening. Our collaboration with the World Health Organisation in providing proficiency testing to other African blood services reaffirmed SANBS' position as a continental leader.

But beyond scientific achievement, this year reminded me of the human dimension of our work. We expanded the Donor Programme to safeguard donor health and trained 64 298 workers in transfusion practice. Each of these milestones represents care made visible.

Still, we face challenges, particularly the national shortage of medical technologists. This is why I am so passionate about our Growing Our Own programme and our partnerships with universities. By developing new talent pipelines and advocating for accreditation reform, we are ensuring the future of transfusion science in South Africa.

My vision for the future is clear: to harmonise automation, data governance, and empathy - creating safer systems, smarter science, and stronger relationships with clinicians and patients alike.



"Our science saves lives, but it is our humanity that gives those lives meaning."

CHIEF FINANCIAL OFFICER'S REVIEW FINANCIAL DISCIPLINE WITH PURPOSE

"FY25 focused on consolidating internal systems and strengthening operational coherence, laying the groundwork for a strategic shift in FY26, from an inward-facing model to a more customer-centric approach. With BECS now integrated into operations, internal alignment and execution consistency have improved, providing a stronger foundation amid a complex and evolving environment."



Tshepo Kgage - CHIEF FINANCIAL OFFICER

Globally, geopolitical tensions and supply chain disruptions continue to drive businesses toward localised "just-in-case" models, prioritising resilience over efficiency despite higher costs. Regionally, healthcare systems remain under strain, with South Africa facing added pressure as USAID support ends, raising concerns about long-term sustainability.

Looking ahead, capital deployment will demand both resilience and foresight. Strategic investment in digital infrastructure, local capacity, and flexible logistics will be key to navigating volatility and sustaining stability through more agile, customer-focused models. FY25 was a year that reaffirmed SANBS' financial strength and resilience. Despite operating in a challenging economic environment marked by rising costs, supply-chain pressures, and constrained healthcare budgets, we achieved one of our strongest performances to date.

Our results reflect disciplined cost management, efficient resource allocation, and the ongoing success of our Sustainable Business Model – Financial Sustainability strategic pillar. During the year, we continued to embed a transparent cost-recovery model, implemented the Order-to-Collect programme to strengthen billing and cash management, and advanced the SAP-Meditech integration to enhance accuracy and efficiency across financial processes. We remained committed to maintaining tariffs at or below inflation, reinforcing trust with medical schemes, government, and private-sector partners. At the same time, we strengthened governance and oversight, ensuring that every rand is accounted for and that surpluses are reinvested responsibly, in infrastructure, digital systems, and initiatives that enhance donor and patient experiences.

Our focus goes beyond financial metrics. True sustainability lies in ensuring that SANBS can continue to provide safe, reliable, and equitable access to blood products and services for all South Africans. Sound financial stewardship allows us to honour that mission, supporting innovation, operational excellence, and our people, the heartbeat of our company. Looking ahead, we will continue building on this foundation with integrity, transparency, and purpose.

"Every financial decision we make is driven by a single goal: to serve with heart and create lasting value for those whose lives depend on us."

BUSINESS MODEL AND VALUE CREATION ALIGNED TO THE SIX CAPITALS

● VALUE CREATION ● VALUE EROSION ○ VALUE PRESERVATION

Our business model demonstrates the six capitals (inputs), enables value-adding activities (outputs) that create, preserve or erode value for our stakeholders (outcomes)



INPUTS



Financial

- Blood transfusion services
- Receipts from debtors
 - Private patients & institutions
 - Government hospitals
- Operating expenses
- Capital expenditure
 - IT (process automation)
 - Innovation
- Improved procurement practices/processes



Intellectual

- Brand, reputation
- Research & development (innovative patient treatment)
- Licence to operate
- Scarce skills
- Board and Executive experience
- Academy
- Achievement of ISO15189 & 100% SANAS accreditation across all sites
- Patient Blood Management (PBM) supply/demand & inventory



Human

- 2 738 employees (FY24: 2 829)
- Investment in skills development & training
- Strong compliance & governance structure
- R1.79bn (FY24: R1.69bn) salaries
- B-BBEE skills spend R76.47m (FY24: R52.8m)
- Performance management system
- Leadership charter
- Succession, promotion from within, leadership immersion programmes
- Ethics culture: Ethics Plan



Manufactured

- Donor pool (blood collection)
- Nearly 1 million collections per year
- IT systems
 - Embedding of eProgesa
 - SAP ERP
- SANBS sites
 - 2 testing laboratories (Constantia Kloof and Mount Edgecombe)
 - 84 blood banks
 - 70 donation centres
 - 7 processing centres



Social and Relationship

- Donor – confidentiality of information
- Cornerstone of Health Care Services (gift of life – blood supplied, healthy donors & #IronStrong)
- Transformation strategies
- Stakeholder engagement



Natural

- Water, fuel and electricity usage
- Green lab – Mount Edgecombe
- Waste management



OUTPUTS provide:

- ♥ Red blood cells for transfusion
- ♥ Fresh frozen plasma and Cryoprecipitate for patient use
- ♥ Hyper-immune, source and recovered plasma for NBI
- ♥ Pooled and Apheresis platelets for transfusion
- ♥ Platelet Immunology & Immuno-haematology testing
- ♥ Stem cell collection, processing, cryopreservation & re-infusing services
- ♥ Laboratory testing to facilitate solid organ, stem cell & bone marrow transplants
- ♥ Molecular research & development



See our blood products



See our specialised services

Produce waste

Being cognisant of our material matters, while managing key risks and opportunities and our strategic objectives (iHEALTH) - all underpinned by sound governance



OUTCOMES



Financial

- Turnover R4.44bn (FY24: R4.03bn 10.17 % increase YoY)
- Total dept collections: R4.67bn (FY24: R4.37bn) (includes debt from the current year and longer outstanding debt from previous years)
- Employee costs 42.6% of total costs (FY24: 42.4%)
- Net surplus 10.1 % (FY24: 6.3%) vs budgeted net surplus 1.3% (FY24: 1.3%)
- Increased currency volatility impacts on procurement of imported consumables
- Procurement contributed 47.06 out of 54 points (FY24: 53.67) to SANBS B-BBEE score, resulting in compliance with preferential procurement and supplier & enterprise development requirements



Intellectual

- Team members occupy honorary positions at leading institutions
- World leading blood transfusion & blood products organisation
- Further embedding of Purpose, Vision & Mission
- PBM – fulfills purpose "Trusted to save lives"
- Publications & development of authors
- Participation in international working groups
- Innovation: CV Plasma trials, mobile donor vehicles, smart fridges
- R&D – clinical trials & funding grants
- Well performing Board with succession plan



Human

- 82 % black employees (FY24: 89.33%)
- Strong focus on females, workforce is 58.84% female (FY24: 59.57%), Board 46% (FY24: 60%) & Exco 55.55% (FY24: 55.55%)
- Strong, competent & focused leadership team
- Increased focus on reducing overtime and filling vacant posts
- SANBS Formula, stable DNA score of 1.29
- Reduction in tip-offs & more transparent communication
- Aspirational culture journey continues



Manufactured

- Donors: increasing following concerted social media campaigns, donor gifting, number of deferrals reduced
- Doctors: reduced blood supply cutbacks
- PBM – increased efficiencies in available blood stock management
- Smart fridges deployed
- Increased donor reach/accessibility with mobile donor vehicle in use
- Remote/work from home enabled for employees where practical



Social and Relationship

- Continued saving lives & living our purpose
- Compliance with all health/blood regulatory requirements
- Advanced preparation for new regulations e.g., SAHPRA, NHI (participation – influencing & maximising the opportunities it creates)
- Positive impact on SA citizens health
- Improved doctor experience (enough blood)
- Achieved B-BBEE level 3 status (FY24: Level 3)



Natural

- Total net carbon emissions 19 873 tons (FY24: 17 451) See page 73.
- Marginal increase of 2.02% in energy consumption
- Solar at Mt Edgecombe; battery storage out of service contributing to increased energy use
- Borehole water consumption is generating savings; R861 831 saved in FY25 (FY24: R504 708)
- General waste recycling rate of 52%, surpassed the target of 45%; substantial reduction in landfill disposal
- Travel increased as business activity increased



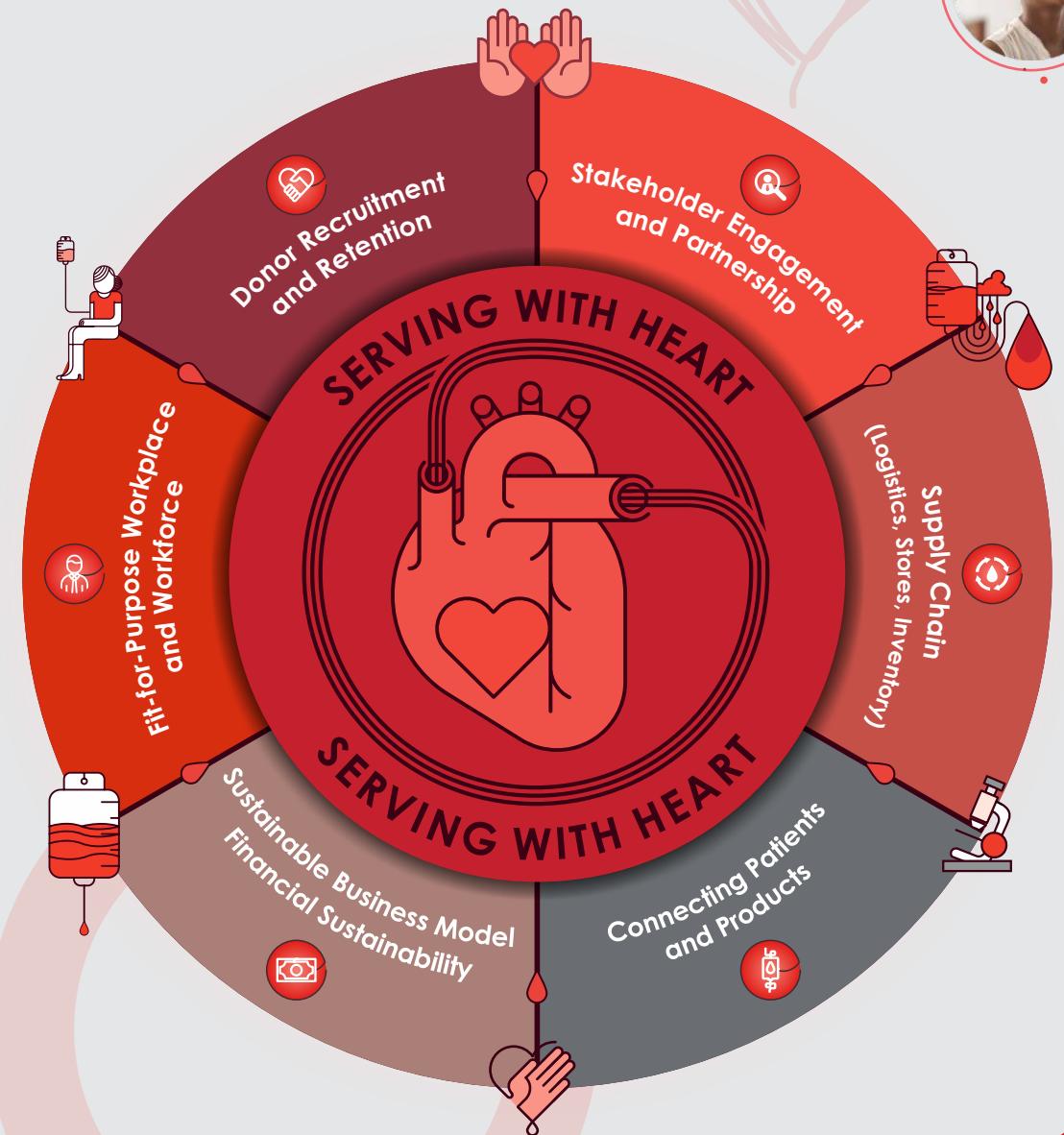
OUR STRATEGY

SANBS Strategy 2025-2030: 'Serving with Heart' and building a better future



As we close the chapter on FY25, SANBS is excited to introduce the new strategy for 2025 to 2030.

Strategy 2025-2030 signifies a significant shift from emphasising operational excellence and product leadership to prioritising our customers - donors, patients, and all stakeholders. This new direction, encapsulated in the theme 'Serving with Heart', transforms our strategy into more than just a plan; it serves as the engine that drives purpose into meaningful impact. Since 2019, the iHEALTH framework has guided SANBS to remarkable achievements in operational excellence, digital transformation, and clinical innovation. As we conclude this chapter in FY25, we are transitioning into a new era: 'Serving with Heart', a people-first, customer-centric strategy that places donors, patients, and healthcare partners at the core of everything we do.



SANBS 2025 - 2030 STRATEGY

Serving with Heart



PURPOSE

Trusted to save lives



VISION

To be the cornerstone of healthcare services in South Africa, through the gift of life.



MISSION

To reliably provide trusted blood products and services to all patients at a level of cost, efficiency, and quality that meets the needs of our stakeholders while innovating to improve patient outcomes.

STRATEGIC PILLARS



Donor Recruitment and Retention

Donors are our lifeblood. We focus on innovative recruitment and retention strategies to ensure a steady and reliable blood supply



Stakeholder Engagement and Partnership

We value every stakeholder. By fostering trust and cooperation, we aim to create a supportive community united in saving lives



Supply Chain (Logistics, Stores, Inventory)

We prioritise efficiency and reliability in our supply chain. By optimising logistics and inventory, we ensure timely and safe delivery of products



Connecting Patients and Products

Our patient-centric approach ensures that transfusion medicine products and services remain accessible and equitable for everyone



Sustainable Business Model - Financial Sustainability

Financial stability is crucial. We prioritise resource optimisation, cost-effectiveness, and innovative funding to ensure a sustainable future



Fit-for-Purpose Workplace and Workforce

Our success relies on a skilled and motivated team. We invest in employee development and a supportive workplace culture

STRATEGIC OBJECTIVES

- Implement an integrated donor loyalty programme
- Develop strategic partnerships with key stakeholders to improve donor recruitment
- Implement a donor experience optimisation programme to enhance donor retention
- Conduct a comprehensive review of donor deferral criteria to reduce deferrals

- Understanding the stakeholder needs (donors, doctors, med aid/ministry of health)
- Develop strategic programmes for the 3 stakeholders based on results of the survey
- Develop integrated strategy for managing supplier relationships

- Optimise the management, procurement, storage and distribution of consumables and goods
- Optimise the management, storage and distribution of blood products
- Develop and implement a strategic supplier relations programme aimed at maximising operational efficiencies

- Optimise internal processes in patient facing labs to enhance service delivery
- Harness technology by implementing BECS phase 2 and incorporating a technology platform to digitalise processes
- Engage with stakeholders and implement a differentiated strategy for product and services

- Implement a robust billing system form order to collect programme
- Transparent cost models for product and service
- Enhance budgeting processes and monitoring mechanisms to optimise financial performance and resource allocation

- Transform employee experience
- Strategic workforce planning
- HCM technology integration through implementing SAP success factors

SUPPORTED BY DIGITALISATION AND INNOVATION BUILT UPON A FOUNDATION OF SOUND VALUES AND CULTURE



Transparency



Honesty



Respect



Excellence



Accountability



Diversity

UNDERPINNED BY

Integrating sustainability and ethical practices into our operations and decision-making processes



ENVIRONMENT



SOCIAL



GOVERNANCE

HOW WE PERFORMED IN FY25 AGAINST THE iHEALTH STRATEGY

Reflecting on our performance against the final year of the iHEALTH scorecard and how we added value

The seven SANBS strategic objectives were clearly defined and designed to achieve our vision. Performance against our strategic priorities was measured through defined KPIs incorporated into an overall iHEALTH balanced scorecard which cascaded down to all levels within the organisation.



INNOVATION

Generated alternative revenue in excess of our target through growth in Specialised Therapeutic Services and new initiatives such as the Whole Blood Group O programme and smart fridge pilots.



HUMAN-CENTRED COLLECTIONS

Expanded the donor base through nationwide campaigns like Red Saturday, which activated over 80 malls and collected 6 870 units, significantly boosting first-time donor engagement.



EXCELLENCE IN PROCESSES

Maintained a low wastage rate of 4.14% (well below the 7.10% target) through improved inventory management and automation of core processes such as Order-to-Collect and Procure-to-Pay.



ADMINISTRATIVE RIGOUR

Strengthened financial performance with debtors' days better than target, a healthy surplus and cash reserves of R2.6 million (vs R2.45 million target).



LOGISTICS BENCHMARK

Ensured 96.8% availability of critical consumables (above 95% target) by enhancing supply-chain efficiency and stock management.



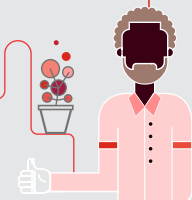
TESTING & QUALITY

Maintained 100% SANAS accreditation across all facilities, reinforcing commitment to quality assurance and regulatory compliance.



HEARTS & MINDS

Sustained a DNA Culture score of 1.29 amid organisational change and introduced strategic workforce planning to build agile, future-fit capabilities.



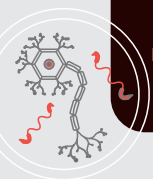


MATERIAL MATTERS

SANBS' approach to materiality ensures that it focuses on what truly influences its ability to deliver sustainable value in line with its purpose, Trusted to Save Lives. Through continuous engagement with stakeholders, governance oversight, and strategic review, SANBS identified six material matters shaping its ability to operate responsibly and grow sustainably in a changing healthcare environment.

Each material matter is integrated into SANBS' risk management and strategic decision-making processes, ensuring alignment between stakeholder priorities, the 'Serving with Heart' strategy, and long-term value creation. Oversight is maintained by the Board and Executive Committee, who monitor progress through defined KPIs and stakeholder feedback loops.

"Materiality at SANBS is not only about risks, it is about focusing on the issues that make saving lives possible."



Access to highly specialised/ portable/scarcely skills



Donor-base sustainability



Future changing world - innovation and automation



Financial and organisational sustainability



Environmental sustainability



Economic, social and political environment

WHY IT MATTERS

A skilled, diverse, and resilient workforce is essential for operational continuity and innovation.

A stable, loyal donor community is the foundation of blood supply security.

Technology and automation drive efficiency, accuracy, and responsiveness in blood services.

Financial resilience ensures SANBS's capacity to deliver services and reinvest in infrastructure.

Responsible resource use and reduced environmental impact are critical for long-term stewardship.

External factors such as policy changes, inflation, and energy instability directly impact SANBS operations.



SANBS' RESPONSE

Investing in talent pipelines through the 'Grow Our Own' programme, bursaries, internships, and leadership development to secure future skills.

Enhancing donor wellness, introducing the Donor App, expanding mobile collections, and celebrating milestones to improve retention.

Expanding the Blood Establishment Computer System (BECS), piloting smart fridges, and adopting AI-driven forecasting to enhance agility and data accuracy.

Embedding transparent cost models, implementing the Order-to-Collect billing system, and strengthening budgeting and monitoring to optimise performance.

Expanding solar, borehole, and recycling initiatives; upgrading facilities with green design standards, including Constantia Kloof.

Rigorous risk management and business continuity planning, supported by the Supply Chain Optimisation strategy. This includes improving logistics and procurement efficiency, and strengthening resilience through solar, water, and security initiatives to ensure uninterrupted operations nationwide.



SUSTAINING VALUE THROUGH THE CAPITALS

As a non-profit company dedicated to providing safe blood products and related services, SANBS' relevance - both today and in the future - depends on how effectively it manages and sustains its diverse resources, known as capitals. Each plays a vital role in helping SANBS fulfil its mission of saving lives and advancing healthcare in South Africa.



SOCIAL CAPITAL

SANBS contributes meaningfully to the United Nations Sustainable Development Goals (SDGs), aligning its strategy with goals that advance health, education, gender equality, and climate action.

Key contributions include:

Good Health and Well-being:

Providing safe blood and promoting donor wellness

Quality Education:

Training healthcare workers and supporting student bursaries

Gender Equality:

Promoting women's participation and leadership within SANBS

Decent Work and Economic Growth:

Creating employment and skills pathways through learnerships

Industry, Innovation and Infrastructure:

Expanding digital systems and research infrastructure

Climate Action:

Reducing emissions through renewable energy and water-saving projects

Partnerships for the Goals:

Collaborating with local and international partners to strengthen health outcomes

Through these initiatives, SANBS not only saves lives but uplifts communities and contributes to national and global development priorities.



RELATIONSHIP CAPITAL

Strong stakeholder relationships underpin SANBS's sustainability. Continuous engagement with donors, healthcare institutions, government departments, medical schemes, suppliers, research partners, and employees promotes collaboration and trust.

In FY25, SANBS also deepened relationships with healthcare funders and regulators to ensure affordable access to essential blood products. By prioritising transparency, accountability, and responsiveness, SANBS maintains its reputation as a trusted national partner in healthcare.



NATURAL CAPITAL

Environmental stewardship is central to SANBS's operating model. The company expanded solar-energy generation, borehole and rainwater systems, and waste-reduction initiatives to ensure continuity and sustainability. Green building upgrades, including the Constantia Kloof Head Office refurbishment, demonstrate SANBS's commitment to resource efficiency and climate resilience. By integrating sustainability into everyday practice, SANBS safeguards the natural systems that sustain both life and healthcare delivery.



HUMAN CAPITAL

People are at the heart of SANBS's success. Through bursaries, internships, learnerships, and the "Grow Our Own" programme, SANBS invests in developing technologists and medical professionals to address critical skills gaps. The DNA Culture initiative promotes inclusivity, engagement, and excellence, while leadership and wellness programmes nurture a motivated and capable workforce. Focused on empowerment and professional growth, SANBS continues building a culture of service, integrity, and compassion.



INTELLECTUAL CAPITAL

SANBS continues to advance as a global leader in transfusion medicine and innovation. In FY25, it produced 19 peer-reviewed publications, introduced smart-fridge technology, and strengthened AI-enabled forecasting and data analytics. Partnerships with the World Health Organisation and local universities expand its role as a centre of research excellence. Knowledge-driven processes, innovation, and digitalisation collectively enhance safety, precision, and the quality of care delivered to patients across South Africa.



MANUFACTURED CAPITAL

Operational performance remained exceptional, with over 96% availability of consumables and consistent national blood-stock stability. Upgrades to facilities, laboratories, and logistics systems, alongside ISO 9001 and SANAS accreditation, reflect a culture of continuous improvement. Digital platforms such as BECS and Procure-to-Pay enhanced traceability, process efficiency, and supply-chain reliability, ensuring safe and efficient service delivery across all collection and processing sites.



FINANCIAL CAPITAL

SANBS achieved strong financial outcomes, reinforcing stability and long-term sustainability. Turnover reached R4.4 billion and our surplus exceeded the target. Enhanced financial systems under the Order-to-Collect programme and SAP-Meditech integration improved billing accuracy, transparency, and cash management. Prudent cost control, fair and defensible pricing, and disciplined governance ensure that surpluses are reinvested into operations, infrastructure, and donor care, safeguarding the company's long-term resilience.



STAKEHOLDER ENGAGEMENT AND PARTNERSHIP

Building Trust Through Connection

SANBS' work touches millions of people's lives across South Africa every year. Our success depends on strong, transparent, and meaningful relationships with our stakeholders, those who share our commitment to saving lives and sustaining public trust. As a non-profit company, we recognise that every relationship represents both a responsibility and an opportunity to co-create value, strengthen resilience, and advance national health outcomes.

'Serving with Heart' is more than a theme, it is how SANBS engages, connects, and builds trust with those who make our mission possible. It ensures that every stakeholder feels valued, heard, and connected to our shared purpose of saving lives.

At SANBS, every relationship, whether with donors, employees, patients, healthcare partners, or communities, etc. plays a vital role in fulfilling our mission. The Stakeholder Engagement and Partnership pillar of our 2030 Strategy places relationships at the heart of sustainable value creation and organisational impact.

Our engagement practices go beyond compliance; they reflect a deliberate commitment to empathy, inclusion, and shared value. As we transition from a product-focused to a customer-centric organisation, trust and responsiveness remain central to SANBS' transformation.

These partnerships form the foundation of SANBS' purpose-driven mission, to save lives through connection, care, and collaboration. Together, we serve with empathy, integrity, and purpose.

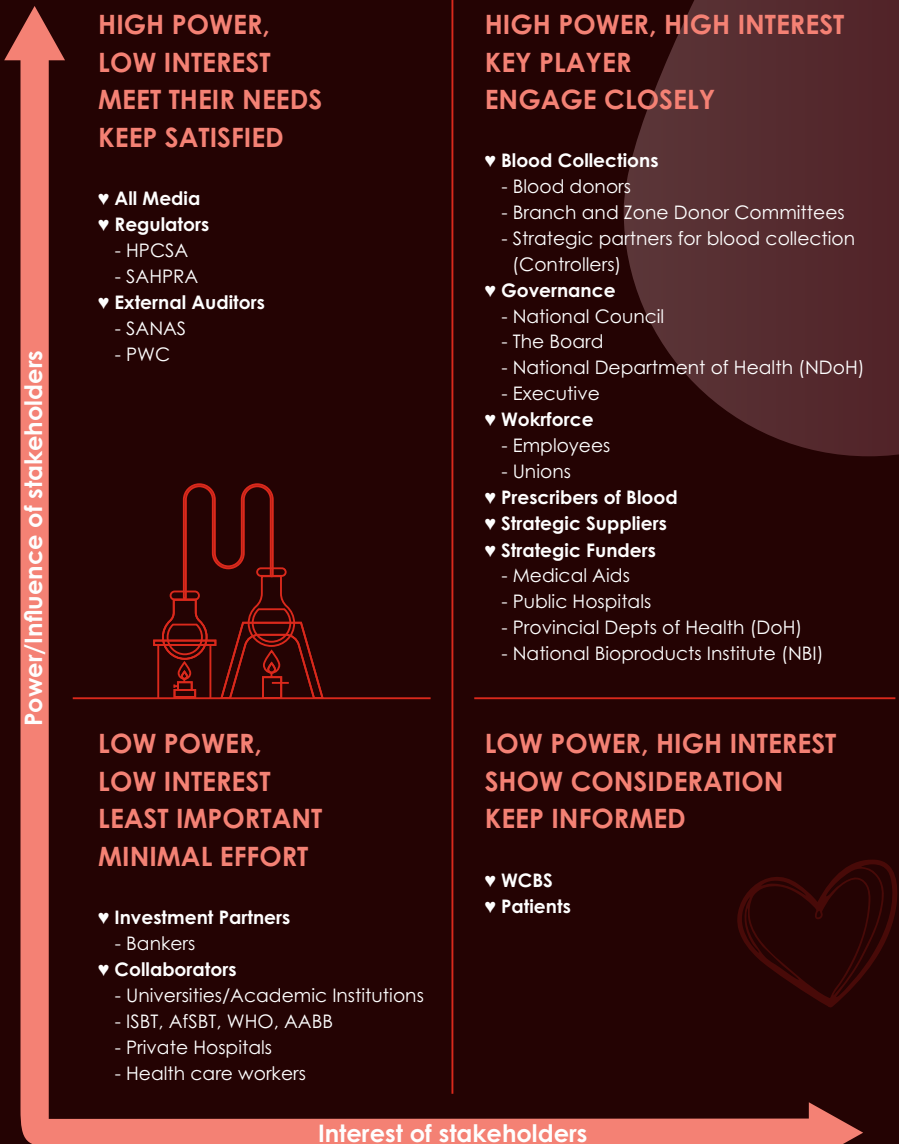


OUR ENGAGEMENT APPROACH

SANBS' stakeholder engagement approach is guided by openness, responsiveness, and partnership. We listen actively, communicate transparently, and respond to emerging expectations through structured channels such as surveys, workshops, donor forums, clinical partnerships, and employee dialogues. Engagement outcomes directly inform our strategic priorities and performance metrics, ensuring decisions are aligned with what matters most to our stakeholders.

OUR STAKEHOLDER ECOSYSTEM

SANBS engages with a broad and diverse network of stakeholders, each playing a unique role in delivering on our mandate.



GOVERNANCE AND ETHICAL LEADERSHIP

At SANBS, good governance is about more than compliance, it is about stewardship, ethical leadership, and accountability to all stakeholders. As a non-profit company entrusted with a life-saving national mandate, SANBS recognises that strong governance is essential to maintaining public trust and ensuring that every decision contributes to sustainable value creation and ethical performance.

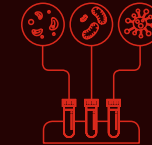
WHY CORPORATE GOVERNANCE IS IMPORTANT TO US

It gives us a license to operate, building a respected reputation and trust with all our stakeholders.

We maintain effective controls and systems that uphold ethics, manage risk, ensure compliance, and provide assurance across the company.

It underpins our commitment to maintaining an ethical organisational culture that inspires all employees to live by the SANBS values.

Our consistent high-performance leads to value creation for SANBS and our stakeholders, instilling confidence in our operations and long-term resilience.



The governance framework is guided by the King IV Report on Corporate Governance™ for South Africa (2016) and built on principles of transparency, fairness, responsibility, and integrity. It reflects the integrated approach SANBS takes to leadership, one that connects strategy, performance, and accountability with purpose and compassion.

GOVERNANCE IN ACTION

The Board provides strategic direction and oversight across SANBS's operations, ensuring that decisions are aligned with the company's purpose: Trusted to Save Lives. Board committees support this mandate by overseeing areas such as Audit and Risk, Transformation and Social Ethics, Human Capital, and Remuneration and Nominations, ensuring a balanced and well-informed governance structure.

In FY25, the Board focused on:

- ♥ Guiding the company through the transition from the iHEALTH strategy to the new Serving with Heart strategy
- ♥ Strengthening ethical culture and governance maturity through enhanced compliance frameworks
- ♥ Overseeing enterprise risk management and the combined assurance model to strengthen accountability
- ♥ Supporting transformation and diversity, including targeted leadership development and equity initiatives
- ♥ Ensuring sound financial governance through disciplined oversight and transparent reporting
- ♥ Promoting stakeholder trust through integrity, fairness, and responsiveness

Board oversight is supported by a dedicated Company Secretariat, ensuring effective governance administration, statutory compliance, and alignment with regulatory requirements. All directors are bound by a formal Code of Conduct, committing to act in the best interests of SANBS, its donors, patients, and the broader healthcare community.



ETHICAL CULTURE AND ACCOUNTABILITY

SANBS' ethical foundation is built around the belief that governance and compassion go hand in hand. Ethical leadership is demonstrated through decision-making processes that prioritise fairness, transparency, and social impact. The company's Transformation and Social Ethics Committee continues to advance inclusivity and responsible citizenship, ensuring that SANBS contributes positively to the nation's broader social and economic development.

Training and awareness sessions on ethics, anti-corruption, and compliance are ongoing, reinforcing a culture of integrity throughout SANBS. The Combined Assurance Model ensures that risks are identified, monitored, and managed across all levels, from operations to the Board, providing assurance to stakeholders that SANBS operates with diligence and transparency.

TRANSFORMATION AND DIVERSITY

Governance at SANBS is not static, it is evolving to reflect the diversity of South Africa. The Board continues to prioritise representation, inclusivity, and empowerment within leadership structures. FY25 saw progress in developing diverse leadership pipelines and nurturing talent from within through structured mentorship and the 'Grow Our Own' initiative. This commitment extends to every level of the company, ensuring that SANBS reflects the communities it serves.

"Ethical leadership is the heartbeat of governance, it is about doing the right thing, the right way, and doing it with heart."

SANBS LEADERSHIP

Behind SANBS's success is a leadership collective united by purpose and guided by heart. The Board of Directors provides ethical and strategic oversight, ensuring that every decision strengthens public trust and long-term sustainability. The Board's diversity of expertise, spanning medicine, science, finance, law, technology, and public health, ensures balanced, informed decision-making that aligns with SANBS's purpose and stakeholder expectations. Directors are appointed through a transparent process that prioritises independence, competence, and alignment with the company's ethical values.

The Executive Management Team is responsible for implementing Board-approved strategies, maintaining operational excellence, and embedding SANBS' Serving with Heart culture throughout the company. Each executive plays a key role in ensuring that strategy, people, and processes are aligned to deliver efficient, ethical, and high-quality services across the country.

OUR BOARD

IV⁷



1

Shauket Fakie

Appointed NED
Age: 65+

Knowledge/Skill & Experience
Accounting
Finance
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
B.COMPT - UNISA (1984)

CA(SA) (1986)

CA (Australia) (1988)

Tenure: 5 Years

2

Lerato Molefe

Donor NED
Age: 30 - 49

Knowledge/Skill & Experience
Corporate Governance/Ethics
Legal/Regulatory
Strategy
Risk Management
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
BA (Economics, Government) (Smith College, 2000)

Masters in Law and Development
(The Fletcher School, Tufts University, 2006)

Juris Doctor (Harvard Law School, 2006)

MBA (Saïd Business School, University of Oxford, 2024)

Tenure: 3 Years

3

Karin van den Berg

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Medical, Health and related industry experience

Intellectual Capital
Directorship experience

Qualifications
MBChB - UFS (1993)

Medpro-X - UNISA (2000)

PostGrad Dip Transfusion Medicine - UFS (2011)

MMedSci - UFS (2014)

PhD - UCT (2024)

Tenure: 4 Years

4

Ravi Reddy

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Strategy
B-BBEE (incl ESD)
Medical, Health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
National Diploma: Medical Technology - ML Sultan Technikon (1988)

B Tech: Biomedical Technology - ML Sultan Technikon - (1994)

Post Graduate Diploma in Business Management

Tenure: 4 Years

5

Caroline Henry

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Accounting
Finance
Audit
Risk Management
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
B Com (WITS) (1990)

B Compt Acc (Hons) (UNISA) (1993)

CA(SA) (1993) (SAICA)

Tenure: 4 Years

6

Tshepo Kgage

Ex officio Executive Director
Age: 50 - 64

Knowledge/Skill & Experience
Accounting
Finance
Audit
Legal/Regulatory
Risk Management
Information Communication and Technology
B-BBEE (incl ESD)

Intellectual Capital
Leadership strategy

Qualifications
Bcomm (Stats & Comp Science & Accounting) UCT 1994

Honours Accountancy - UNISA 1997

Certified Theory in Accounting - UNISA 1998

Chartered Accountancy - SAICA and PAAB - 2001

Executive Leadership - GIBS 2009

Tenure: 1 Year

7

Gunvant Goolab

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Strategy
Risk Management
Stakeholder Management
Medical, Health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
MBBCh - Wits (1985)

MBA - Graduate School of Business, UCT (1988)

Certified Director - IODSA (2021)

Tenure: 1 Year

OUR BOARD



8

Sipho Kabane

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Legal/Regulatory
Strategy
Risk Management
Medical, health and related industry experience

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
MBChB - Medunsa (1986)

MBA Heriot Watt Mphil Economic Policy (2002)

PhD Health Systems (2014)

Certified Director IODSA (2020)

Tenure: 1 Year

9

Phindile Mthethwa

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Accounting
Strategy
B-BBEE (incl ESD)
Stakeholder Management

Intellectual Capital
Leadership strategy
Directorship experience

Qualifications
B.Comm (Accounting and Human Resources) - Wits University (1996)

Management Development Programme - Stellenbosch University (2001)

B Theology Auckland Park Theological Seminary (ATS) (2017)

Certified Director (IODSA) 2023

Master of Management in Business and Executive Coaching (Wits) 2025

Tenure: 7 Years

10

Gary Leong

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
BCOMPT: UNISA (2001)

Applied Cost and Management Accounting (ii)
Applied Auditing: UNISA (2002)

Certified Internal Auditor (CIA): Institute of Internal Auditors USA (IIA) (2005)

Certified information Systems Auditor (CISA) : ISACA (2010)

Senior Management Development Programme: Gordon Institute of Business Science (GIBS) (2012)

MPhil Internal Audit (2019)

Tenure: 6 Years

11

Manickavallie Vaithilingum

Appointed NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Medical, Health and related industry experience

Intellectual Capital
Directorship experience

Qualifications
Paediatric Haematologist-HPCSA accredited (2001)

Specialist Paediatrician-FCPaeds, College of Medicine of South Africa - (1995)

Medical Doctor-MBChB, Natal Medical School (currently Nelson R Mandela School of Medicine) (1988)

Tenure: 5 Years

12

Thabo Mokgatlha

Appointed NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Accounting
Finance
Audit
Risk Management

Intellectual Capital
Directorship experience

Qualifications
BCom - NWU (1995)

Hons BCompt/ CTA - UNISA (1998)

CA(SA) (2001)

Tenure: 4 Years

13

Faith Burn

Donor NED
Age: 50 - 64

Knowledge/Skill & Experience
Corporate Governance/Ethics
Audit
Strategy
Risk Management
Information Communication and Technology

Intellectual Capital
Directorship experience

Qualifications
B.Sc. (Mathematics and Computer Science) - RAU (1989)

B.Sc. Hons (Mathematics) - RAU (1992)

M.Sc. (Mathematics) - RAU (1997)

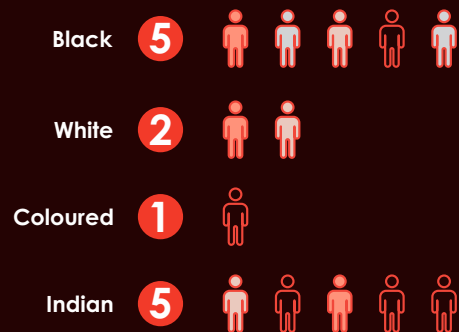
Masters in Business Leadership (MBL) elective in Project Management - UNISA (2000)

Certified Internal Auditor (CIA) - Institute of Internal Auditors (IIA) USA (2014)

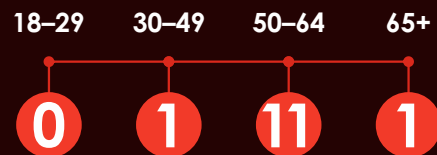
Tenure: 7 Years

DIVERSITY OF THE BOARD - Reflecting South Africa's Diversity

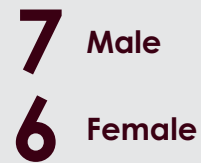
DIVERSITY OF RACE



DIVERSITY OF AGE



DIVERSITY OF GENDER



DIRECTOR CLASSIFICATION

Executive Directors



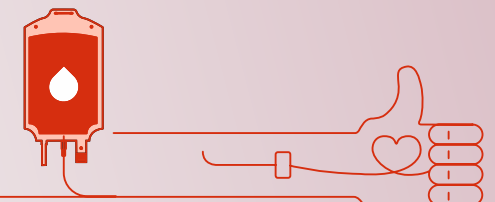
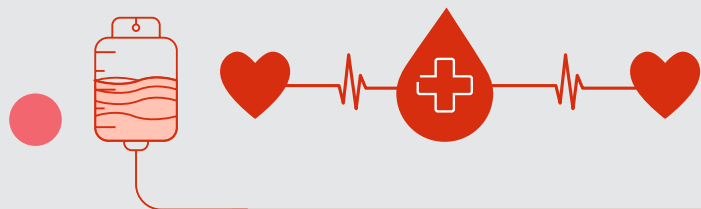
Independent Non-Executive Directors



Years



No. of directors



THE TEAM THAT LEADS THE BUSINESS OF SANBS

SANBS Executive Committee

Our Executive team is well positioned to guide SANBS in transitioning from a product-centric to a customer-centric company, allowing everyone to embody our commitment to 'Serve with Heart'. By leveraging their experience, our leaders are driving a transformation that

prioritises the needs of our stakeholders, ensuring compassion and dedication are at the core of our mission. Together, we are promoting a culture where each individual feels empowered to contribute, ultimately enhancing our impact and strengthening our connections with those we serve.



TENURE
40
YEARS

RAVI REDDY
CHIEF EXECUTIVE OFFICER

Chief Operations Officer 1 April 2006 to 31 December 2020
BTech Biomedical Technology (ML Sultan Technikon)
Post Graduate Diploma in Business Management (UKZN)
Executive Committee member since 2002

TENURE
17
YEARS

KARIN VAN DEN BERG
MEDICAL DIRECTOR

MChB – University of Free State
Medpro-X – UNISA
PostGrad Dip Transfusion Medicine – University of Free State
MMedSci – University of Free State
PhD – University of Cape Town
Executive Committee member since 1 June 2021

TENURE
8
YEARS

FRANS MONKWE
CHIEF INFORMATION OFFICER

BCom (IS) (Rhodes University)
Master of Business Administration (Bond University)
Master of Information Technology (University of Pretoria)
Executive Committee member since 2018

TENURE
30
YEARS

SIAMI PRITHVI RAJ
EXECUTIVE: TRANSFUSION
DONOR SERVICES AND
MARKETING

Master of Business Leadership (UNISA SBL)
BTech: Human Resources Management (UNISA)
Management Advancement Programme (WITS Business School)
ND: Human Resources Management (UNISA)
ND: Medical Technology (Technikon Natal)
Executive Committee member since 1 November 2021

TENURE
37
YEARS

MARION VERMEULEN
EXECUTIVE: TRANSFUSION
MEDICINE AND TECHNICAL
SERVICES

Fundamental Management Programme – UNISA
MTech Biomedical Technology
PhD – University of Stellenbosch
Executive Committee member since 1 November 2021

TENURE
3
YEARS

TSHEPO KGAGE
CHIEF FINANCIAL OFFICER

CA(SA)
BCom (Accounting; Applied Business Statistics) (UCT)
BCom Honours (Accounting) (UNISA)
Management Development Programme (GIBS)
Executive Committee member since 1 August 2022

TENURE
6
YEARS

DANIEL OLIFANT
CHIEF HUMAN
CAPITAL OFFICER

BTech Human Resource Management (CUT)
MBA (Core) (University of Stellenbosch)
Management Development Programme (GIBS)
Executive Development Programme (Dukes)
Executive Committee member since 1 May 2023

TENURE
2
YEARS

SIBUSISWE SIBANDA
CORPORATE SERVICES
EXECUTIVE

BSc Honours Electrical Engineering (UZ)
Masters in Engineering Management (MEng) (UP)
Masters in Business Leadership (MBL) UNISA
Registered Professional Engineer (ECSA)
Executive Committee member since 1 June 2023

TENURE
4
YEARS

Co-opted member of the
Executive Committee

AVRIL MANDUNA
COMPANY SECRETARY

Bachelor of Laws (LLB)
Masters of Laws – Commercial Law (LLM)
Chartered Secretary (ACG)
Co-optee of the Executive Committee since 1 August 2021



DONORS: THE LIFEBLOOD OF SANBS

At SANBS, we know that the life-saving work we do would not be possible without the generosity and dedication of our donors. Every unit of blood collected holds the potential to save up to three lives - and behind every life saved is a selfless donor who made it possible.

Our commitment to a safe and sufficient blood supply begins with the people who give so willingly. That is why we continue to invest deeply in donor recruitment, wellness, education, and care, because healthy, informed donors are the foundation of a sustainable blood system.

Across South Africa, thousands of donors step forward every day, driven by compassion and community. They are the quiet heroes of our story, the heart behind every heartbeat we help restore.

We invite you to join them. Become a donor. Give life.
Your single act of kindness could save a mother, a child, or a neighbour in need.

♥ It takes more than one heart to save a life - it takes all of us.



See full donation process

Meet our donors



Donor 1



Donor 2



Donor 3



Donor 4



Donor 5



Become a donor today



Watch these inspiring recipient stories

