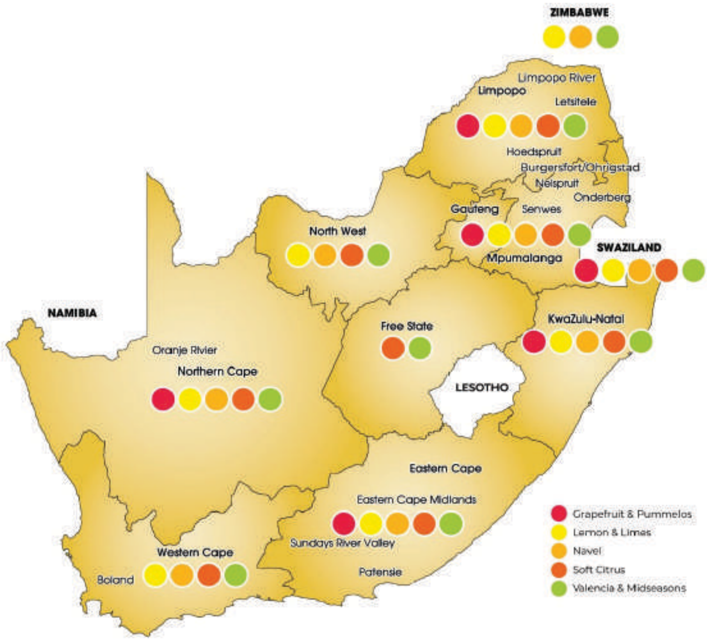
CGA Grower Development Company

ANNUAL REPORT

2024/ 2025



PRODUCTION AREAS

Province	Area (Ha)
Limpopo	40,353
Eastern Cape	25,154
Western Cape	19,204
Mpumalanga	7,571
Zimbabwe	2,706
KwaZulu Natal	2,369
Northern Cape	1,866
Eswatini	902
Botswana	888
North West	611
Grand Total:	**101,624**

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STRATEGIC REPORT

VISION

To be a Centre of Excellence Empowering and Advancing Black Citrus Growers in South Africa.

MISSION

To facilitate and support the establishment, growth, and empowerment of profitable and sustainable black citrus growers, thereby creating wealth at the farm gate through:

- Enhancing production infrastructure and technical support and offering business management support.
- Facilitating access to funding.
- Facilitating access to markets.
- Providing enabling support for Environmental, Social and Governance Goals.

STRATEGIC GOALS

Strategic Goal 1	Develop support programmes to enhance the growth potential and profitability of black citrus growers.
Strategic Goal 2	Provide access to technical and business management knowledge and services for viable enterprises.
Strategic Goal 3	Enable market access on national, regional, and international levels.
Strategic Goal 4	Strengthen organisational capacity for service excellence and financial sustainability.

STRATEGIC OVERVIEW

The Citrus Grower Development Company (CGA-GDC) was established following several initiatives by the Citrus Growers Association (CGA) to address the challenges and needs of black citrus growers that extended beyond training, capacity building and access to technical support services. The CGA-GDC is a special purpose vehicle (non-profit company) that contributes to transformation within the citrus industry, in collaboration with the Citrus Growers Association and related organisations such as the Citrus Academy, the CGA Cultivar Company, River Bioscience (part of the RBX Group), and Citrus Research International. Its core purpose is to provide black citrus growers with development support to ensure that their enterprises become profitable and financially sustainable.

In 2016, the CGA-GDC Board adopted its first corporate plan in line with the CGA's transformation agenda, guided by the needs of growers and in response to government's policy and legislative demands for the transformation of all economic sectors. The 2016–2018 plan set out five strategic goals and linked outcome-oriented objectives. These were endorsed by the Citrus Growers Development Chamber and the Citrus Growers Association, both critical stakeholders of the company. The plan was based on a situational analysis reflecting the status of black citrus growers in South Africa, using the best available information at the time.

After two years of implementation, the CGA-GDC Board and some stakeholders convened to assess progress and review the strategy in the context of the National Development Plan and changes in the operating environment. Government, in partnership with the private sector and social partners, developed and signed the Agriculture and Agro-processing Master Plan (AAMP).

The CGA-GDC has, from the outset, worked closely with government in areas of mutual interest. With the launch of the AAMP, the citrus industry was the first to formally request the establishment of the Citrus Production Scheme. The AAMP takes a long-term view of each commodity and calls on stakeholders to combine efforts for impactful change. The targets in the AAMP are implemented through transformation schemes, including the Citrus Production Scheme. The current citrus target is to increase black exporter participation from 9% to 19% by 2032.

STRATEGIC PLANNING

CGA-GDC held it's strategic planning session in January 2025. Driving factors to this engagements were the **Transformation Indaba held in June 2024** and a recently approved CGA Transformation Strategy.

The following was confirmed to be strategic priorities and action plans for implementing the revised CGA-GDC strategy:

- Establish a funding framework to access various types of financial resources. (Donors, Grants, Blended Finance).
- Expand and focus on partnerships and collaboration, such as export courses and programs.
- Promote sustainability through economic, environmental, and social impact initiatives.
- Drive enterprise development by facilitating mergers, joint ventures, acquisitions, and capacity building.
- Enhance market readiness by assisting growers in meeting market compliance standards.
- Develop a comprehensive strategy for communication, information, and data management.
- Drive Capacity Building/Skills Development.

Chairperson of the Board's Statement

TR Ramabulana
Chairman

Over the past year, the CGA-GDC has made remarkable progress in advancing its mission to support the growth of black-owned citrus enterprises through effective extension, business support, and improved access to funding and markets. The GDC continued to go from strength to strength, overcoming the lingering impacts of the COVID-19 pandemic and persistent market access challenges in Europe. In this difficult environment, generous financial contributions from the CGA - combined with public and private sector funding — enabled us to support over 128 black citrus growers.

Our work would not be possible without the tireless dedication of our leadership team, staff, partners, and every individual who contributes to the realisation of our mission. Their commitment to service is a testament to what can be achieved when we harness our collective efforts. Through strategic collaboration with national and provincial government, non-profit organisations and private sector partners, we have implemented innovative programmes and interventions that directly address the pressing developmental needs of our grower base.

Over the past 10 years, our focus has increasingly shifted towards improving access to developmental funding for black citrus growers. Programmes such as Blended Finance from the Land Bank, the CGA Economic Development of Black-Owned Citrus Enterprises Fund (in partnership with the Jobs Fund), and our own Enterprise Development Programme are critical — they enable growers to invest in operations, improve productivity and access new markets. I am pleased to report that the CGA-GDC, through generous contributions from the CGA, has disbursed over R200 million in grant funding to black-owned citrus enterprises in recent years. These funds have been used for orchard expansion, orchard replacement, infrastructure maintenance, the purchase of equipment and input financing.

Looking ahead, CGA Vision 260 and our own Vision 50 create opportunities to increase the participation of black citrus growers in the industry. Both the CGA and the GDC remain committed to supporting commercially viable black citrus enterprises that contribute to the local, export and juice markets. The GDC is currently developing the Economic Development of Black-Owned Citrus Enterprise Fund II, which will be launched in 2025 to further increase grower participation and impact.

In conclusion, I would like to express my deepest gratitude to the CGA for entrusting its financial resources to the GDC, and to everyone who contributed to this year's achievements. I also extend sincere thanks to my fellow board members for their ongoing commitment and tireless efforts to uphold good governance and ensure the confidence of both the CGA and other funding partners. Together, we are making a meaningful difference in the lives of our growers and their workers, and paving the way for a more equitable citrus industry.

Mr Tshililo Ronald Ramabulana
Chairperson

General Manager's Statement

Introduction

I am pleased to present this overview of the CGA Grower Development Company's (GDC) performance. As with every year, our journey includes both inspiring success stories and persistent challenges, as we continue our mission of advancing transformation within the citrus industry and contributing to the broader agricultural development agenda.

Lukhanyo Nkombisa
General Manager

The GDC plays a vital role in supporting black citrus growers across all citrus-producing regions. Our most recent annual report highlights the progress made, the obstacles encountered, and our evolving approach to grower support. As I reflect on our work during the 2024/25 financial year, I am reminded of the theme of our 2024 Citrus Summit: “Tough times don't last, but tough people do.” The dedication of the GDC team has been unwavering - working together to ensure growers receive the support they need to transform their businesses and uplift their communities while contributing meaningfully to the national economy.

Thanks to GDC support, black citrus growers have been able to access and participate in all market segments — processing, export and local markets. Notably, we saw strong participation by black citrus growers in the high-performing processing sector last season - a clear example of inclusive growth.

In December 2023, GDC management and staff convened to review the year's performance and assess the effectiveness of our support programmes. This strategic session focused on lessons learned, challenges overcome, and successful practices - all with a view to refining our approach. Central to this was a reassessment of how we deliver our support.

CGA-GDC Support Programmes

- Production and technical support
- Business support
- Market readiness
- Access to funding

Production and Technical Support

Extension services are critical for any farmer, as they help improve production practices and ensure good agricultural management. The GDC's Technical Support Unit continues to deliver these services as planned. Currently, we support approximately 112 black citrus growers across citrus-producing regions — a significant challenge for our two extension officers.

Each year, the Extension Team develops a support plan that includes regional study groups, where black citrus growers meet on one farm to receive technical advice. New black citrus growers often receive one-on-one support to guide them through each step of the process.

In addition to study groups, the GDC hosts annual Information Days in all citrus-producing regions. These events bring together input suppliers, financial and development institutions, government departments and higher education institutions to share valuable services, information and opportunities with black citrus growers.

Business Support
Running a productive and sustainable farming operation requires the application of sound business principles. The GDC's Business Support Unit helps black citrus growers apply these principles by assisting with business plan development, proposal writing, and the maintenance of up-to-date business documentation and compliance.
We also encourage annual business planning and budgeting for all operational activities, while identifying appropriate funding streams to finance these plans.

Market Readiness
Producing a quality product is only part of the journey — getting it to market is the next critical step. Good yields and fruit quality are driven by extension support. Markets demand compliance with standards, which is why the GDC assists growers in obtaining GLOBALG.A.P., SA-GAP and SIZA certifications. These accreditations help growers access a broader range of markets and improve profitability.

Access to Funding
Accessing finance remains one of the biggest challenges for growers, whether commercial or semi-commercial. All our support programmes aim to ensure growers are "funding-ready".

In addition to direct support, the GDC spends considerable time engaging with funding institutions and government departments to understand what funding is available, what it covers, how it can be accessed, and the costs involved — particularly the differences between public and private funds.

This work also enables the GDC to profile our growers and build partnerships that benefit them. Improving non-financial support remains a strategic priority.

We extend our sincere thanks to the CGA for its continued support of the Enterprise Development Fund. The annual grant funding provided to the GDC has significantly strengthened our growers' enterprises and enabled us to leverage additional support from a wide range of stakeholders.

Communication
While often overlooked, communication is a critical part of any business. It must be intentional, timely and goal-driven. Each quarter, the GDC General Manager releases a newsletter showcasing our work, partnerships, successes and challenges. In addition, we regularly contribute articles to agricultural publications to increase visibility and share lessons learned.

Stakeholder Engagement and Management
Identifying and managing stakeholder relationships is essential. The GDC has developed a stakeholder engagement strategy and matrix to guide regular, purposeful engagement with partners and stakeholders. This ensures that we maintain strong, aligned relationships that contribute to our shared goals.

We would be remiss not to acknowledge the invaluable support of our partners — the National Department of Agriculture and Rural Development; provincial departments in the Eastern Cape, Limpopo, North West, Western Cape, KwaZulu-Natal and Mpumalanga; as well as the ECDC and ECRDA development agencies. Our thanks also go to the Citrus Industry Trust and the CGA Group of Companies for their continued collaboration and support.

Chairperson of the Finance and Risk Committee's Statement

Rajendran Govender
Chairperson of the Finance & Risk Review Committee

During the past year, the CGA Grower Development Company continued to contribute meaningfully to the advancement of the CGA's overall transformation strategy, building on its prior successes.

The flagship Enterprise Development Fund saw strengthened controls and more rigorous reviews of funding requests from growers, reinforcing its role in supporting sustainable agricultural finance. In this regard, the positive engagement with Standard Bank was a key milestone, prompting a strategic reassessment of the support structures required to enhance the fund's effectiveness.

The budget review process was comprehensive, leading to the adoption of an operational expenditure reserve framework. This important step has helped ensure that the company maintains sufficient resources to meet its short- and medium-term objectives.

Furthermore, the company achieved another unqualified external audit from PricewaterhouseCoopers, affirming its commitment to financial transparency, compliance and good governance. The risk register continues to be updated regularly to reflect shifts in market conditions and external risks, ensuring the company remains responsive to dynamic financial and operational landscapes.

Overall, the CGA-GDC remains well positioned to support sustainable interventions for black citrus growers, and continues to reinforce its commitment to inclusive agricultural development.

Chairperson of the Remuneration Committee's Statement (Remco)

Tompson Mankhili
Chairperson of the Remuneration Committee

Background

The CGA-GDC will celebrate its 10-year anniversary in 2026. In this report, I take a moment to acknowledge the dedication of our staff, recognise their contribution, and express the committee's gratitude for their long-term commitment.

Remco's key area of focus during the year remained the development of fair but challenging incentives that reflect exceptionally difficult citrus marketing conditions, the need to retain and motivate key management, and the expectations of stakeholders. Remco recognises that the GDC operates in a highly competitive market and competes for a limited pool of skilled talent.

During the year, Remco consulted independent remuneration specialists and was further guided by the CGA Group's HR expert. We reviewed national remuneration trend reports relevant to companies of similar size and complexity, as well as industry competitors. The Board is satisfied that Remco's assessment confirmed that the current remuneration policy is delivering the desired outcomes, and that the committee has fulfilled its responsibilities in line with its terms of reference.

Staff Recognition

We congratulate Mr Lukhanyo Nkombisa (General Manager), Ms Camille Khoza (Finance Manager), Ms Yolanda Ntlakaza (Business Support Manager), Mr Andrew Mbedzi (Production and Technical Manager) and Mr Melton Mulaudzi (Citrus Extension Officer – Northern Region) on reaching their 10-year anniversaries with the GDC. Your dedication and achievements have been instrumental to the success of the organisation. We also acknowledge the contributions of Ms Mathapelo Mello, the former Finance Manager.

Each of these individuals has played a critical role in providing targeted support to black-owned citrus enterprises, assisting them to become profitable and financially sustainable. Over the years, they have conceptualised and implemented key programmes such as the Economic Development of Black Citrus Growers Programme (in partnership with the Jobs Fund), the Enterprise Development Fund, the Technical Extension Support Programme and the Business Support Programme. Thanks to their hard work, the GDC has positively impacted over **125 black citrus growers** operating across more than **10,000 hectares** of farmland in South Africa.

GDC Staff Performance and Remuneration Governance

The Board takes responsibility for the governance of remuneration by setting the direction for how pay and rewards are determined across the GDC. This is done in a fair, responsible and transparent manner.

The remuneration policy is designed to:

- attract, motivate, reward and retain top talent
- support the achievement of the GDC's strategic objectives
- align with stakeholder interests
- promote an ethical and responsible organisational culture

The GDC uses both financial and non-financial objectives to measure performance. These are aligned with the nature of its work. Individual performance is evaluated against these objectives and submitted to Remco for approval. A detailed overview of programme outcomes is provided in the relevant section of this report. The General Manager assesses the performance of senior managers and submits this to Remco, which then approves the multipliers used to determine incentive compensation.

Chairperson of the Remuneration Committee's Statement (Remco)

General Manager's Compensation

At the start of each financial year, the Board agrees on organisational and individual objectives for the General Manager. At year-end, Remco evaluates the General Manager's performance against these objectives and presents its findings to the Board for review and approval. Achievements for the 2024 financial year included:

- **Strengthening accountability:** The Board appoints the General Manager to oversee GDC operations. Clear, measurable performance metrics have supported greater accountability.
- **Improving business performance:** Ensuring organisational alignment to purpose and enabling long-term impact for the GDC and its beneficiaries.
- **Leadership and succession:** Developing the next generation of GDC leaders.
- **Financial strategy:** Leading the development and implementation of the GDC's financial sustainability plan.

The Board awarded the General Manager and the senior management team an appropriate performance incentive for the 2024 financial year. The General Manager's leadership has strongly positioned the GDC to continue delivering on its mandate and working in the best interests of stakeholders and beneficiaries.

Remuneration Committee Members and Attendance

The Remuneration Committee (Remco) meets at least twice a year. It is chaired by an independent non-executive director and comprises only non-executive directors. The General Manager is a non-voting member of the committee.

The committee operates in terms of a Board-approved charter, which is reviewed annually. Two meetings were held during the 2024/25 financial year.

Member	Meetings Attended
Mr N Mankhili (Chairperson)	2/2
Mr T R Ramabulana	2/2

N Mankhili
Chairperson: Remuneration Committee

Chairperson of the Chambers Statement

Mzo Makhanya
Chairperson of Chamber

The Citrus Growers Development Chamber (CGDC) was established by the Citrus Growers Association of Southern Africa (CGA) as a strategic committee to address the specific challenges faced by emerging citrus growers — particularly black citrus growers. The formation of the Chamber reflects the CGA's commitment to transformation and inclusive growth within the citrus industry.

The Chamber serves as a platform for dialogue, collaboration and advocacy. It was designed to ensure that the voices of black citrus growers are heard, respected and reflected in industry decision-making processes. The Chamber brings together representatives from citrus-producing regions across the country and provides a structured forum to identify barriers, share experiences and develop practical solutions that support the sustainability and growth of emerging operations.

Throughout the year, the CGDC has held regular meetings to deliberate on a range of critical issues. These discussions have surfaced region-specific challenges and contributed to the shaping of national-level strategies for grower development.

The Chamber continues to strengthen partnerships — a key enabler in unlocking opportunities and scaling support for black citrus growers. Looking ahead, the Chamber remains committed to advocating for transformation in the sector and building a more inclusive, resilient citrus industry.

The CGDC Executive Committee is elected from among CGDC members. During the year under review, the following CGDC members and company representatives served on the Executive Committee:

Executive Committee Members

Name	Designation
Mziwoxolo Makhanya	Chairperson
Ntamiseni Mankhili	Vice-Chairperson
Bennet Malungane	Member
Lawrence Mgadle	Member
Pheladi Tlomatsane	Member
Lukhanyo Nkombisa	General Manager, CGA GDC
Paul Hardman	Chief Operating Officer, CGA
Jacomien de Klerk	General Manager, Citrus Academy

Chairperson of the Chambers Statement

CGDC Members (2024/25)

Name	Region
Clifford Dyonase	Eastern Cape Midlands
Lawrence Mgadle	Eastern Cape Midlands
Khaya Brian Katoo	Patensie
Siseko Maqoma	Eastern Cape Midlands
Simphiwe Yawa	Sundays River Valley
Steri Ndyenga	Sundays River Valley
Wayne Mansfield	Boland
Ntamiseni Tompson Mankhili	Limpopo River
Bennet Sdumo Malungane	Letsitele
Octavias Masalesa	Letsitele
Pheladi Tlomatsane	Letsitele
Olivia Dikeledi Selowe	Nelspruit
Petros Eric Shiba	Onderberg
Hlulekile Joyce Phonela	Nelspruit
Simon Tiisang Selowe	Nelspruit
Mziwoxolo Makhanya	KwaZulu-Natal
Louisa Maloka Mogotsi	Senwes

The Citrus Academy is contracted by the CGA to coordinate CGDC activities and serve as liaison to its members.

Meetings Held (2024/25 Financial Year)

Body	Meeting Date	Format
CGDC Exec Comm	10 October 2024	In person
CGDC	10 October 2024	In person
CGDC	18 June 2025	In person
CGDC Exec Comm	10 March 2025	In person
CGDC	10 March 2025	In person

Board Members

Photographs of CGA-GDC board members are included to recognise their governance role and the experience they contribute to the organisation's strategic direction.

Tshililo Ramabulana
Chairperson of the CGA-GDC Board

Rajendran Govender
Chairperson of the Finance & Risk Review Committee

Andries Muller
Board Member

Lawrence Mgadle
Board Member

Tompson Mankhili
Chairperson of the Remuneration Committee

PEOPLE OF THE CGA-GDC

Staff Members

Photographs of GDC staff members are included in recognition of their daily commitment to supporting black citrus growers across South Africa.

Lukhanyo Nkombisa
General Manager

Camille Khoza
Finance and Administration Manager

Yolanda Ntlakaza
Business Support Manager

Andrew Mbedzi
Production and Technical Support Manager

Melton Mulaudzi
Extension Officer
Northern Region

Princess Mogale
Information Officer

Athandile Shoba
Extension Officer
Southern Region

Nkwane Mphahlele
Business Support Assistant
Southern Region

Tebatso Nkulele
Admin Officer

Poneni Mathebula
Business Support Assistant
Northern Region

Ipeleng Moroke
Bookkeeper

OPERATIONS

Business Support

Enterprise Development Funding (EDF)

The EDF is an internal full-grant funding instrument offered by the GDC to existing majority black-owned citrus enterprises. The fund aligns with the company's mission to facilitate and support the establishment, growth and empowerment of profitable and sustainable black citrus growers, thereby creating wealth at the farm gate.

The aim is to assist enterprises with immediate, catalytic interventions that enable them to produce both high-quality and high-volume citrus. The fund is designed to address specific operational needs within existing citrus businesses.

Each year, the Grower Development Chamber is consulted to identify priority needs and support the funding announcement. A call for applications is issued, and growers respond accordingly. This is followed by a process of vetting, allocation, disbursement, product delivery and verification.

For the reporting period, 69 farms were supported with a total of R37,316,730.96 allocated across six provinces. Key areas of support during the financial year included production inputs, establishment costs, citrus trees, equipment and vehicles, electricity, fuel, infrastructure, integrated pest management, transport, irrigation materials, water systems and packing costs.

Table 1: Expenditure per province

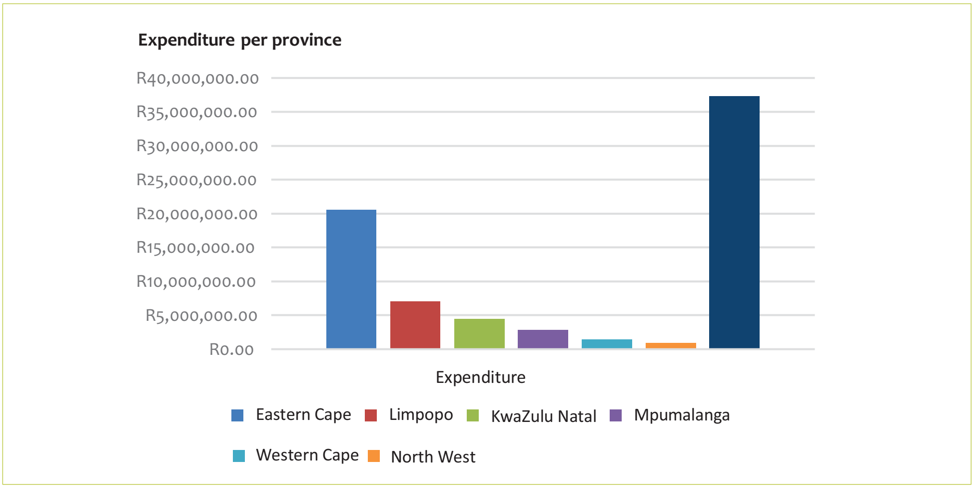
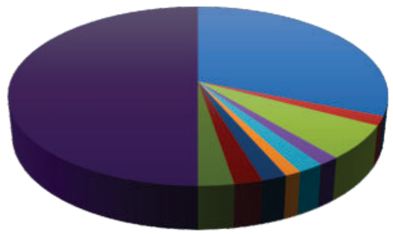


Table 2: Expenditure Breakdown – line items



Economic Transformation for Black Citrus Growers (ETBCG) – Jobs Fund

The ETBCG programme entered its final quarter of implementation during the reporting year. The next phase will focus on monitoring and evaluation. Due to delays in the approval and execution of some projects, implementation activities will continue into the 2025/26 financial year.

Launched in 2020, the programme was approved for total funding of R274 million, structured into two components:

- **Pot One:** Blended loan funding of R176,254,660
- **Pot Two:** Grant funding of R98,226,196

This resulted in a loan-to-grant ratio of 64:36. A dedicated bank account was opened, and funds were disbursed in line with a regularly monitored business plan and disbursement schedule. The 2024/25 financial year marked the final year of implementation.

A total of 14 projects were approved, with the final project, Champagne, receiving approval in Q4 of 2024. Across all projects, the programme has created 148 permanent jobs and 1,583 seasonal jobs. The total amount of approved funds disbursed is R273,636,319.

Business Support

Plantings Overview

ETBCG Table 1: Plantings

Entity	Contracted (ha)	Reported (ha)	Support Year	Green Field	2021	2022	2023	2024/25
Mystic Blue Trading (Pty) Ltd	68.2	46.9	2021			17.4	12.9	16.4
Sikhula Sonke Enterprises (Pty) Ltd (extension)	25.5	20.7	2021			0.91	13.82	7.85
Luthando Farms (Pty) Ltd	17.39	14.09	2022				8.32	6.06
Ikamva LethuFarms (Pty) Ltd (extension)	200	200	2022	Yes (2022)	107.3	98.03		105.9
Kopano Citrus (Pty) Ltd	27.5	29.5	2022	Yes (2022)	20	9		
Cedar Citrus (Pty) Ltd (extension)	15	15	2023					13.23
Sun Orange	131.5	104	2023				31.14	98.89
Manini Holdings (Pty) Ltd	62	89	2022	Yes (2022)	17.5	17	10	48.97
Patrysvlei Fruitful (Pty) Ltd	15	8	2024	Yes (2024)				8
Champagne							11.69	

Champagne Farm

Champagne Farm was approved for funding of R30,663,000 to support the establishment of 126 hectares of citrus orchards, the installation of irrigation infrastructure and the procurement of movable assets. The project is expected to create 42 permanent jobs and 113 seasonal jobs (63 in primary production and 50 in the packhouse).

Monitoring and Evaluation Requirements

The Jobs Fund requires an independent summative assessment at the end of the implementation period. This will evaluate the relevance, efficiency, effectiveness, impact and sustainability of the programme.

The assessment must include:

- Quantitative evaluation against key objectives (e.g. hectares planted, export volumes, jobs created)
- Qualitative feedback from beneficiaries, capturing their experience and perceptions

The Jobs Fund places significant emphasis on this qualitative feedback, as it offers insight into both outcomes and lived impact.

Partnership with the Eastern Cape Development Corporation

The GDC partnered with the Eastern Cape Development Corporation to identify and implement areas of collaboration in support of black citrus growers. The following are key achievements from the partnership:

Market Access Readiness

Farms were supported with the cost of obtaining critical accreditations:

- GLOBALG.A.P. – 11 entities
- SIZA Ethical Standard – 3 entities
- SIZA Environmental Standard – 9 entities
- Tesco – 1 entity

Business Support

Three farms were assessed for audit preparedness and found to be non-compliant, primarily due to insufficient resources to meet audit requirements.

Feasibility Studies

Two feasibility reports were produced:

- A proposed juicing plant in the Amathole region
- A new packing facility in the Gamtoos region

Key findings on packing facilities:

- Gamtoos Valley: Urgent need for increased packing capacity
- Kat River Valley: Sufficient capacity exists, though some black citrus growers are exploring the development of a majority black-owned packhouse
- Sundays River Valley: Packing capacity is sufficient
- Keiskamma Valley: Surplus capacity exists but is not currently functional due to unresolved faults in the packhouse

Grower feedback – Gamtoos

Growers accepted the findings and committed to exploring full participation in a shared packhouse, which is necessary to realise the business plan.

Juicing Plant Feasibility – Kat and Keiskamma Valleys

The study concluded that CGA-GDC growers in these areas currently produce insufficient volumes to justify a standalone juicing plant. Based on the financial model, a minimum of 15,000 tonnes per annum is required for viability — approximately 400% higher than current production levels.

Grower feedback – Kat and Keiskamma Valleys

Growers accepted the findings and agreed that a juicing plant would only be feasible if commercial farmers were brought in as partners.

Business Support

Production Performance

The table below presents the volumes exported from majority black-owned citrus enterprises across different growing regions over the past two seasons:

Table 2: Cartons Exported by Region

CGA Region	2023	2024
Sundays River Valley	1,389,415	1,907,484
Orange River	1,172,798	1,056,123
Eastern Cape Midlands	1,078,224	991,158
Hoedspruit	950,636	671,745
Western Cape	630,086	568,999
Patensie	182,782	358,985
Vaalharts	156,234	208,340
Letsitele	133,300	100,246
Nelspruit	130,568	98,513
Limpopo River	99,277	68,483
Boland	68,686	46,274
Nkwalini	31,148	40,047
Senwes	20,479	19,067
Total	6,043,633	6,135,464

Export Performance by Variety

The table below shows export volumes by citrus type:

Table 3: Cartons Exported by Variety

Variety	2023	2024
Grapefruit	1,074,497	961,957
Lemons	1,683,191	2,048,403
Navels	771,936	810,661
Soft Citrus	1,243,426	1,341,992
Valencia	1,270,583	972,451
Total	6,043,633	6,135,464

Viability Assessment of GDC-Supported Black Citrus Businesses

The CGA-GDC is undertaking a due diligence study to gain insight into the commercial viability of different business structures and operations within its black citrus grower base.

The aim of the study is to identify key success factors and challenges that affect the long-term viability of these enterprises. The findings will guide future decision-making, shape targeted interventions, and inform support services aligned to achieving the Agriculture and Agro-processing Master Plan (AAMP) targets.

To carry out the study, CGA-GDC partnered with the Bureau for Food and Agricultural Policy (BFAP) to assess a sample of 38 majority black-owned citrus enterprises, hereafter referred to as the Due Diligence Study Group (DDSG). The following key findings emerged:

- The DDSG has a lower percentage of Full Bearing Equivalent (FBE) hectares compared to the Regionally Representative Industry Norm (RRIN), primarily due to a higher share of new plantings. In both models, yields are assumed to decline slightly in trees over 30 years old.
- Yields per FBE hectare for the DDSG are significantly lower than those of the RRIN — except for lemons, where DDSG performance is slightly better. This yield gap is a major driver of low profitability.
- Operational profitability (EBITDA) is weak, primarily due to low revenue (volume × price), rather than excessive costs. More than 75% of DDSG growers receive grants or other income (representing around 12% of total revenue), which currently supports operational sustainability. Where interest data is available, it suggests growers face very high costs of finance, further threatening long-term sustainability.
- Total operating costs per FBE hectare are comparable between DDSG and RRIN. However, DDSG direct input costs are often lower due to limited cash flow — resulting in under-application of inputs and, ultimately, poor productivity.
- Labour costs per FBE hectare are higher for DDSG enterprises. This reflects less efficient use of labour, such as minimal pre-sorting for fruit destined for processing.
- DDSG growers export a lower percentage of their harvest compared to the RRIN benchmark. This reduces total farm revenue. In some cases, this is due to quality and certification challenges; in others, it reflects restrictive contractual terms within grower–partner arrangements.
- Where data was available, DDSG growers sold more fruit to the local market than to processors — a potentially favourable trend if local pricing delivers better farm-gate returns after marketing costs.

Business Support

Land Development Support Programme (LDS)

The Land Development Support Programme (LDS) was introduced by government to address challenges on land reform farms acquired since 1994 through restitution and redistribution programmes. LDS is aimed at providing comprehensive development support to these farms and addressing gaps identified during formal assessments. The ultimate goal is to commercialise participating entities through sustained, structured support.

During the financial year, the GDC was approached by the Department of Rural Development and Land Reform (DRDLR) in the Eastern Cape to assist with a project assessment exercise for three farms earmarked for LDS funding.

These farms were:

- Krilla – 26 ha
- Pure Vitamins – 27 ha
- Waterfall – 8 ha

All three farms were originally established by the Department of Rural Development and Agrarian Reform (DRDAR). However, the support previously provided excluded orchard maintenance and critical infrastructure investment. As a result, the DRDLR began exploring options to fund rehabilitation and development on these farms. The GDC was requested to provide advisory support and guide the department on the type of interventions required.

Partnership with the Western Cape Department of Agriculture

The Western Cape Department of Agriculture implements a commodity-focused approach to the allocation of Comprehensive Agricultural Support Programme (CASP) funding. This strategy enables the department to extend tailored services to producers across the province — including subsistence farmers, smallholders, commercial land reform beneficiaries and agri-processing participants.

Within this framework, the department operates through Commodity Project Allocation Committees (CPACs), which assess and approve funding applications in alignment with strategic goals. During the reporting year, the GDC submitted three funding applications to CPAC, with a combined total request of R7,230,472.

The applications originated from the following districts:

- Two from the Cape Winelands
- One from the West Coast District

Outcomes:

- One project was recommended for approval by CPAC
- Two projects were not recommended
- During the financial year, the FruitField project was later granted special approval

Implementation Progress

Business Name	Approved Budget	Deliverables	Expenditure
Cedar Citrus	R403,000	Generator	R374,400
FruitField Farming	R850,000	Chemicals, fertiliser, diesel, repairs and maintenance on tractors and vehicles, wages	R511,347

Business Support

Standard Bank Partnership

The CGA-GDC initiated a formal process to partner with Standard Bank to establish a production finance facility for black citrus growers. Under this arrangement, the GDC would serve as a Business Development Service Provider (BDSP).

As part of the due diligence, Standard Bank requested a performance overview of the CGA Grower Development Company NPC. The information pack submitted highlighted the involvement of other funders, including the Jobs Fund, the Enterprise Development Fund, the Provincial Departments of Agriculture and First National Bank (FNB).

Following this engagement, Standard Bank approved a credit facility with a portfolio limit of R55 million for the CGA-GDC. Detailed discussions between the parties then progressed to implementation planning.

Next Steps in Implementation

1. Transactional Product Onboarding
   - A Third-Party Funds Administration (TPFA) account is to be opened. A meeting will be scheduled for this process.
2. Procurement Agreement
   - Service agreements are to be negotiated and signed.
3. Pipeline Preparation
   - Consent forms to be signed by producers (data privacy and credit consent)
   - Business plans and supporting documentation to be submitted

Progress to Date

- Standard Bank drafted and sent the Supply of Services Agreement to the GDC for review and comment.
- After the Master Services Agreement was signed, the Service Request Agreement was prepared for mutual approval.
- Standard Bank also drafted the TPFA Agreement for GDC's review and signature.
- The TPFA specialist, Ronel Sampson, engaged directly with the GDC to outline onboarding requirements.
- The bank's procurement team forwarded the Master Supply of Services Agreement (MSA) for review and return.

The GDC must now resume this activity to proceed with negotiations and finalise the Service Request Agreement, which will allow the project to formally launch.

Business Support

Collaboration with TechnoServe

As part of its broader growth and financing strategy, the CGA-GDC engaged TechnoServe to provide expert consultancy in support of its production finance and fund development objectives.

The consultant's scope of work includes the following:

- **Due diligence:**
  Conduct a full assessment of the CGA-GDC, including a review of its credit policy and historical portfolio performance.

- **Concessional funding analysis:**
  Develop a detailed understanding of the concessional funds required to recapitalise the existing book and support the current grower portfolio. This includes identifying suitable pricing models and structuring products such as long-term finance, production finance and asset finance. Where applicable, the potential for blending with commercial sources must be considered — specifying required amounts, terms and timelines.

- **Investment mobilisation support:**
  Assist with ongoing investment-raising initiatives. This includes mapping the landscape of potential funders, such as foundations, donors, and regional or international capital sources, and identifying suitable financial instruments.

- **Impact projections:**
  Develop job creation projections for Mpumalanga and Limpopo under various growth scenarios.

- **Pilot programme design:**
  Prepare a proposal demonstrating how £500,000 in donor funding could be used to launch a proof-of-concept pilot if awarded.

Production and Technical Support

Extension Services

The CGA Grower Development Company (CGA-GDC) extension services play a critical role in providing black citrus growers with information on new technologies and practices to improve productivity, income and overall livelihoods.

Citrus Study Groups

Study groups are a key tool used to share technical knowledge collectively, maximising the impact of CGA-GDC resources. The primary aim is to facilitate peer learning and the exchange of best practices among black citrus growers. By hosting sessions at different farms, participants gain exposure to a range of orchard conditions and techniques used by their peers.

There are currently 11 citrus study groups across five provinces:

- 3 in the Eastern Cape
- 4 in Limpopo
- 2 in KwaZulu-Natal
- 1 in the North West
- 1 in Mpumalanga

Each study group held four sessions during the 2024/25 financial year — one per quarter.

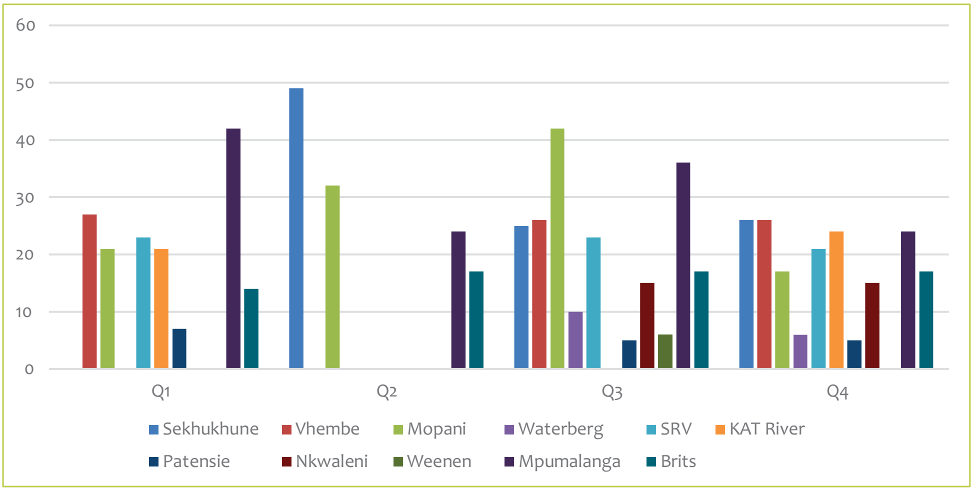
Table: Citrus Study Group Attendance by Quarter

Quarter (Q):	Citrus Study Groups										
	Sekhukhune	Vhembe	Mopani	Waterberg	SRV	KAT River	Patensie	Nkwaleni	Weenen	Mpumalanga	Brits
1	0	27	21	0	23	21	7	0	0	42	14
2	49	0	32	0	0	0	0	0	0	24	17
3	25	26	42	10	23	0	5	15	6	36	17
4	26	26	17	6	21	24	5	15	0	24	17
Total:	**100**	**79**	**112**	**16**	**67**	**45**	**17**	**30**	**6**	**126**	**65**

Production and Technical Support

Study Group	Q1	Q2	Q3	Q4	Total
Sekhukhune	0	49	25	26	100
Vhembe	27	0	26	26	79
Mopani	21	32	42	17	112
Waterberg	0	0	10	6	16
SRV	23	0	23	21	67
Kat River	21	0	0	24	45
Patensie	7	0	5	5	17
Nkwaleni	0	0	15	15	30
Weenen	0	0	6	0	6
Mpumalanga	42	24	36	24	126
Brits	14	17	17	17	65

Graph1: Citrus study group attendance



Production and Technical Support

Information Days

A total of five citrus information days were planned for the 2024/25 financial year. These events were hosted in key citrus-growing regions: Eastern Cape, Limpopo, KwaZulu-Natal, Mpumalanga and North West.

The purpose of the information days is to create a platform for engagement, where black citrus growers, extension officers, suppliers and stakeholders come together to share knowledge, showcase opportunities and build stronger industry relationships.

The North West MEC for Agriculture attended the North West Information Day and addressed the growers in attendance.

Attendance per region:

- Limpopo: 230 attendees
- Eastern Cape: 100 attendees
- North West: 120 attendees
- KwaZulu-Natal: 42 attendees

One-on-One Farmer Support

In addition to group-based support, the GDC offers personalised assistance through one-on-one farmer support. This approach provides tailored mentorship and coaching to help growers address specific challenges, refine their practices and achieve sustainable commercial production.

Key features of the one-on-one support model include:

- **Mentorship:** Extension officers provide guidance and share technical knowledge based on farm-specific conditions.
- **Challenge identification:** Officers work with growers to assess barriers such as access to finance, markets or infrastructure.
- **Action planning:** A personalised plan is developed to address challenges and strengthen operational performance.
- **Ongoing monitoring:** Progress is reviewed regularly, and support is adjusted as needs evolve.
- **Resource linkage:** Growers are connected with appropriate training, financial and technical resources.
- **Relationship building:** A trusting and collaborative relationship between the extension officer and the grower ensures

Production and Technical Support

Citrus Improvement Scheme (CIS)

The Department of Agriculture, Land Reform and Rural Development (DALRRD) and the CGA invited nursery representatives, producers of citrus propagating material and growers to participate in workshops regarding the proposed establishment of the CIS compulsory scheme.

Black citrus growers responded positively and attended most of the workshops in their respective regions. These engagements also raised awareness among growers interested in establishing their own nurseries.
CIS public consultation workshops were held throughout all citrus-growing regions. The final national workshop was conducted online on 24 April 2024.

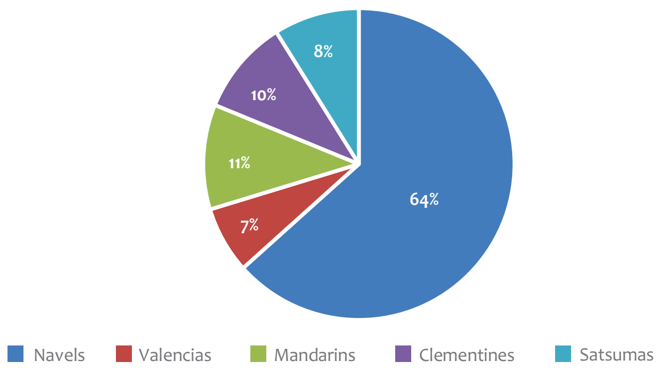
Integrated Pest Management (IPM)

Eastern Cape Grower-Centric Approach – IPM Standard Operating Procedure

The purpose of the Standard Operating Procedure (SOP) is to define a structured framework for collaboration between River Bioscience (RB), CGA-GDC and Lowveld Agrochem (LAC). This partnership is focused on delivering an effective integrated pest management (IPM) strategy for controlling False Codling Moth (FCM) and Fruit Fly (FF).
Citrus under IPM:

A total of 510 hectares are currently covered by the IPM programme.

Percentages by Citrus Type



Production and Technical Support

Integrated Programme for FCM Control

Flight Peak Treatment

Helps maintain a low pest population. Targets the larval stage of the life cycle.

Population Suppression

Limits overall FCM pressure and infestation. Low pest pressure improves the performance of other control inputs.

Sanitation

A critical part of the FCM protocol:

- Fruit cutting
- Removal of out-of-season fruit
- Clean orchard floor

Monitoring

To measure is to know. Weekly monitoring is essential and indicates pest presence.
Where trap counts remain at zero, a maintenance programme must be implemented to sustain control levels.

Key Roles and Responsibilities

TASK:	CGA - GDC	RBX:	LAC:
1. Organisation of Citrus Study Groups and communication thereof	✓		
2. Provision and Sharing of Spray Programmes	✓	✓	✓
3. Effective Planning of Product Applications	✓	✓	✓
4. Product delivery (Cryptomax, Trichomax, M3 Bait stations)		✓	
5. Communication of Product Delivery and Advance Scheduling		✓	
6. Monthly Product Application Support and Stewardship	✓	✓	✓
7. Pest Monitoring in Orchards and Surrounding Areas	✓		✓
8. Sharing of monitoring data	✓	✓	✓
9. Obtaining Spray Records and Supporting Information	✓	✓	✓
10. Compilation of Data and Reporting of Relevant Information		✓	

Production and Technical Support

Process Flow – Monthly Visits

Planning and Presence
- Plan monthly visits
- RBX representative to be present
- Record all visits

Monthly Agenda
- Trichogramma support
- Cryptomax support
- Wild FCM pressure
- Monitoring outside the trapping network

Visit Feedback and Support
- Capture meeting notes
- Log action items
- Take and store photos of notes
- Complete delivery checklists
- Provide product stewardship

Programme Review
- Share weekly feedback
- Schedule further meetings
- Identify and request additional support

AgrigateOne

The goal of AgrigateOne is to provide CGA-GDC growers with access to real-time traceability and supply chain insights. This initial phase focuses on onboarding and system integration, with expansion planned in future phases.

Currently, onboarding is underway, including the finalisation of packhouse and cold store integrations and the collection of permission letters. Once the first group of farmers is onboarded, a CGA-GDC profile will be created, enabling direct access to the platform.

Production and Technical Support

Services	Description	Benefits of the GDC
OneFlow (Trace and Plan):	Monitor and track pallets from the packhouse through the entire supply chain until the containers are unloaded at the destination.	1. Scalable, multi-tenant cloud solution. 2. Aggregated data across the four services for the GDC growers. 3. Allows tracking of production and market performance individually and as a collective. 4. Measures progress towards Vision 260 (% of black farmers going export, local & juicing). Initially 50 growers in 2025.
OneFlow (Transact):	The AG1 platform automatically pulls in pallet data, enabling the automatic allocation to tax invoices and credit notes tailored to your preferences.	
OneSight (ESG reporting):	Integrating operational data such as production inputs, energy use, and job quality to support sustainability reporting which is becoming increasingly important for export markets.	
OneSight (Data-Driven Market Insights):	Access local market and export data from South Africa, Peru, and Chile.	

Benefits for Grower	Information management an access
1. Aggregates data across disparate platforms and systems enabling track-and-trace capabilities. 2. Automated data access and workflows to enhance decision-making. 3. Pre-season and in-season planning allocation and order management.	Two data permission processes needed is are follows: 1. Integration permission – AgrigateOne (AG1) will send out permission letters to the growers, providing AG1 permission to integrate and pull data from growers' packhouses and cold stores. 2. Data sharing permission – AG1 will also send growers a letter granting permission to share data with the GDC. AG! will provide the GDC with both static reports and access to the platform. Controlled user access permissions. Our general data security measures ensure full compliance with POPIA and the GDPR.
1. Standard key metrics with Business Intelligence reporting. 2. Financing workflows for invoicing, account sales processing, payments and reporting.	
1. Empower your business with tailored market analytics and sustainability compliance solutions. These tools provide the flexibility to help you meet environmental targets, track performance, and gain insights essential to your success.	
1. Enables growers to make informed, in-season market decisions to maximise profitability.	

Production and Technical Support

Capacity Building Workshops

Agriculture remains central to economic growth, poverty reduction and food security in the Southern African region. Capacity building workshops play a critical role in developing technical skills, improving productivity, and enabling black citrus growers to adopt better farming practices.

These workshops aim to:

- Improve access to cost-effective farming technologies
- Boost labour productivity
- Prepare growers for each stage of the production and postharvest cycle

CRI Citrus Postharvest Workshops

Held annually in January and February, these two-day workshops review the previous season's performance and prepare growers for the upcoming harvesting period.

Key topics covered:

- Postharvest handling of fruit
- Packhouse compliance
- Logistics and cold chain management
- Regional fruit rejection trends
- Biosecurity
- Export protocols (phytosanitary pests and diseases)

CRI Citrus Production, Pests and Diseases Management Workshops

Held during May and June, these workshops reflect on the previous production season and equip growers for the next. In the 2023/24 season, the following topics were prioritised:

- Biosecurity awareness
- Implementation of Integrated Pest Management (IPM)
- Crop manipulation strategies
- Maximum Residue Limits (MRLs) and consumer assurance
- Soil and foliar nutrition strategies

Integrated Monitoring and Evaluation System (M&E)

Illustrations and summaries from the M&E platform

2024
Tree Census and Production Data Overview

Season 2024

Tree census collection progress for 2024

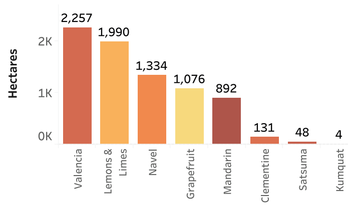
Province	#Growers		% Complete
Eastern Cape	38	32	84
KwaZulu-Natal	7	7	100
Limpopo	42	36	86
Mpumalanga	7	4	57
North West	6	5	83
Northern Cape	3	3	100
Western Cape	10	6	60
Grand Total	**113**	**93**	**81**

Total # of growers in database
150

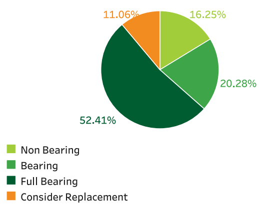
Seasonal Summary for 2024

# of growers	Total are under production
94	7,732

Total Hectares Planted during 2024



Total Ha Bearing capacity in 2024



Production Summary for 2024

commodity (group)	Total tons	Exports tons	Export cartons (15 Kg)	Harvested (ha)	t/ha
Clementine	678	405	27,002	51	13.4
Grapefruit	15,741	11,498	766,533	568	27.7
Kumquat	32			4	9.0
Lemons & Limes	16,707	6,997	466,460	538	31.1
Mandarin	11,453	5,154	343,583	299	38.4
Navel	4,907	749	49,933	338	14.5
Satsuma	883	407	27,133	21	41.1
Valencia	35,345	17,885	1,192,314	1,067	33.1
Grand Total	**85,745**	**43,094**	**2,872,958**	**2,884**	**29.7**

CGA Grower Development Company

Limpopo Provincial Overview for 2024

Province	Commodity	Season
Limpopo	All	2024

Limpopo: Seasonal Summary for 2024

# of growers	Total area under production
36	2,821

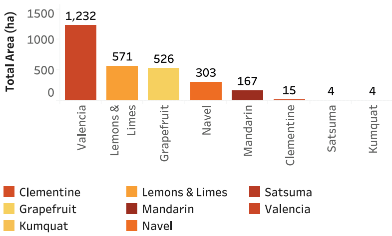
Key Summary Statistics per Province

Province	# of growers	Total Area
Limpopo	36	2,821
Grand Total	**36**	**2,821**

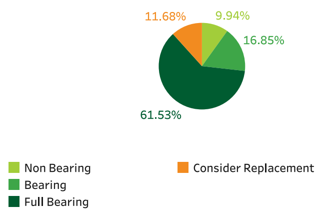
Limpopo Total area under cultivation in 2024

Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Consider Replacement	Grand Total
Limpopo	Clementine		15			**15**
	Grapefruit	9	63	454		**526**
	Kumquat				4	**4**
	Lemons & Limes	131	169	110	161	**571**
	Mandarin	49	59	58		**167**
	Navel	15	46	139	104	**303**
	Satsuma		4			**4**
	Valencia	76	120	974	62	**1,232**
	Total	**280**	**475**	**1,736**	**330**	**2,821**

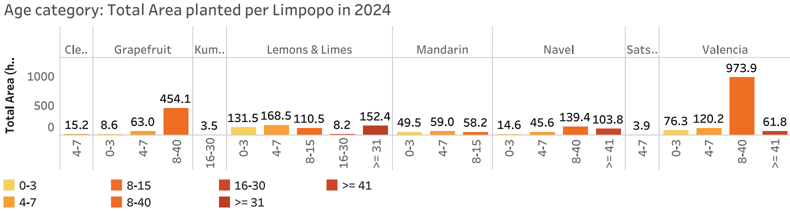
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per Limpopo in 2024



Integrated Monitoring and Evaluation System (M&E)

Eastern Cape Provincial Overview for 2024

Province	Commodity	Season
Eastern Cape	All	2024

Eastern Cape: Seasonal Summary for 2024

# of growers	Total area under production
32	2,680

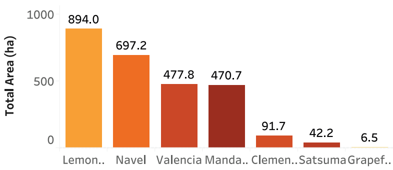
Key Summary Statistics per Province

Province	# of growers	Total Area
Eastern Cape	32	2,680
Grand Total	**32**	**2,680**

Eastern Cape Total area under cultivation in 2024

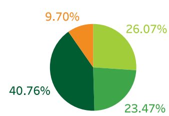
Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Consider Replacement	Grand Total
Eastern Cape	Clementine	8	27	18	39	**92**
	Grapefruit		7			**7**
	Lemons & Limes	195	320	221	159	**894**
	Mandarin	218	93	118	42	**471**
	Navel	88	93	510	6	**697**
	Satsuma	8	15	5	14	**42**
	Valencia	183	74	220		**478**
	Total	**699**	**629**	**1,092**	**260**	**2,680**

Total Area Planted per All in 2024



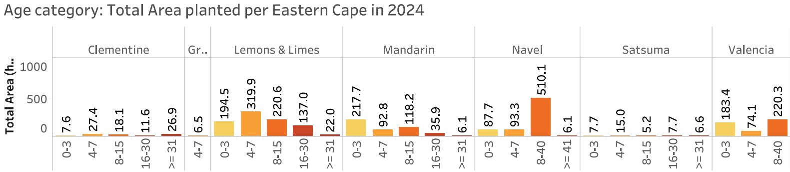
Clementine, Grapefruit, Lemons & Limes, Mandarin, Navel, Satsuma, Valencia

Bearing Status: Total Area planted in 2024



Non Bearing, Bearing, Full Bearing, Consider Replacement

Age category: Total Area planted per Eastern Cape in 2024



0-3, 4-7, 8-15, 8-40, 16-30, >= 31, >= 41

KwaZulu-Natal Provincial Overview for 2024

Province	Commodity	Season
KwaZulu-Natal	All	2024

KwaZulu-Natal: Seasonal Summary for 2024

# of growers	Total area under production
7	589

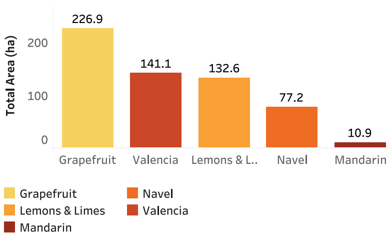
Key Summary Statistics per Province

Province	# of growers	Total Area
KwaZulu-Natal	7.0	588.6
Grand Total	**7.0**	**588.6**

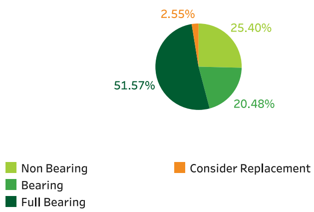
KwaZulu-Natal Total area under cultivation in 2024

Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Consider Replacem..	Grand Total
KwaZulu-Natal	Grapefruit	50.3	36.3	140.3		**226.9**
	Lemons & Limes	43.3	23.3	59.4	6.6	**132.6**
	Mandarin	10.9				**10.9**
	Navel	1.5	3.7	63.6	8.4	**77.2**
	Valencia	43.5	57.3	40.3		**141.1**
	Total	**149.5**	**120.6**	**303.6**	**15.0**	**588.6**

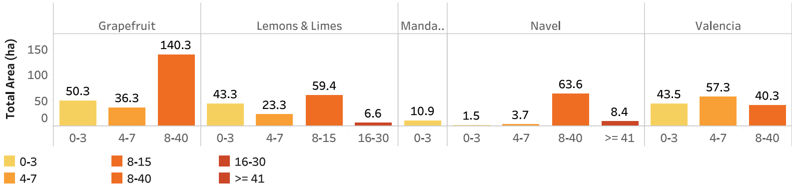
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per KwaZulu-Natal in 2024



North West Provincial Overview for 2024

Province	Commodity	Season
North West	All	2024

North West: Seasonal Summary for 2024

# of growers	Total area under production
5	109

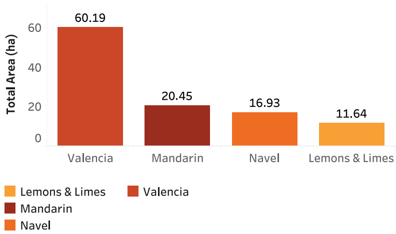
Key Summary Statistics per Province

Province	# of growers	Total Area
North West	5.0	109.2
Grand Total	**5.0**	**109.2**

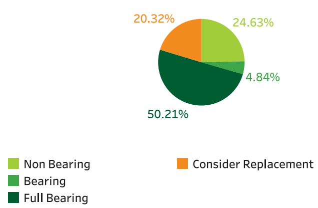
North West Total area under cultivation in 2024

Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Consider Replacement	Grand Total
North West	Lemons & Limes	1.0	4.3		6.4	**11.6**
	Mandarin	4.9			15.6	**20.5**
	Navel	15.9	1.0			**16.9**
	Valencia	5.1		54.8	0.2	**60.2**
	Total	**26.9**	**5.3**	**54.8**	**22.2**	**109.2**

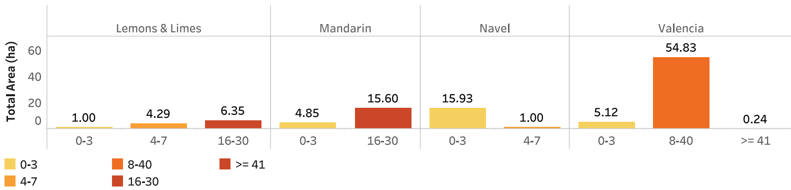
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per North West in 2024



Mpumalanga Provincial Overview for 2024

Province	Commodity	Season
Mpumalanga	All	2024

Mpumalanga: Seasonal Summary for 2024

# of growers	Total area under production
4	619

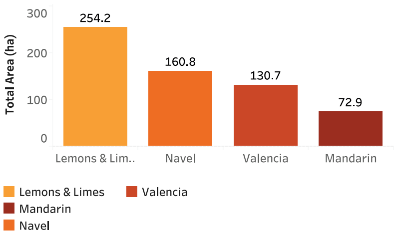
Key Summary Statistics per Province

Province	# of growers	Total Area
Mpumalanga	4.0	618.6
Grand Total	**4.0**	**618.6**

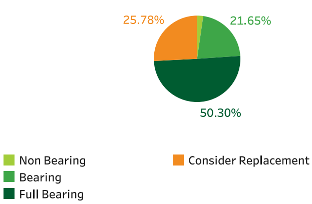
Mpumalanga Total area under cultivation in 2024

Province	Commodity gr..	Non Bearing	Bearing	Full Bearing	Consider Replaceme..	Grand Total
Mpumalanga	Lemons & Limes		78.0	16.7	159.5	**254.2**
	Mandarin	2.4	33.3	37.2		**72.9**
	Navel		20.9	139.9		**160.8**
	Valencia	11.7	1.7	117.3		**130.7**
	Total	**14.1**	**133.9**	**311.1**	**159.5**	**618.6**

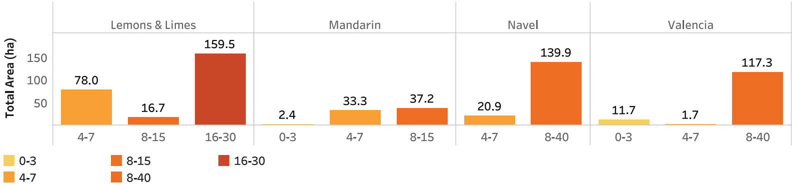
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per Mpumalanga in 2024



Western Cape Provincial Overview for 2024

Province	Commodity	Season
Western Cape	All	2024

Western Cape: Seasonal Summary for 2024

# of growers	Total area under production
6	207

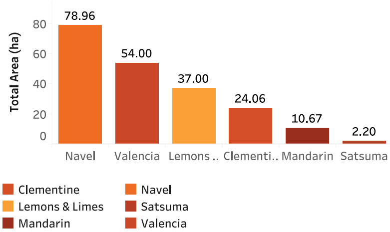
Key Summary Statistics per Province

Province	# of growers	Total Area
Western Cape	6.0	206.9
Grand Total	**6.0**	**206.9**

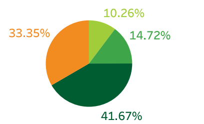
Western Cape Total area under cultivation in 2024

Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Consider Replacement	Grand Total
Western Cape	Clementine		10.3		13.8	**24.1**
	Lemons & Limes		5.0		32.0	**37.0**
	Mandarin				10.7	**10.7**
	Navel	17.2	15.2	39.0	7.6	**79.0**
	Satsuma				2.2	**2.2**
	Valencia	4.0		47.2	2.8	**54.0**
	Total	**21.2**	**30.5**	**86.2**	**69.0**	**206.9**

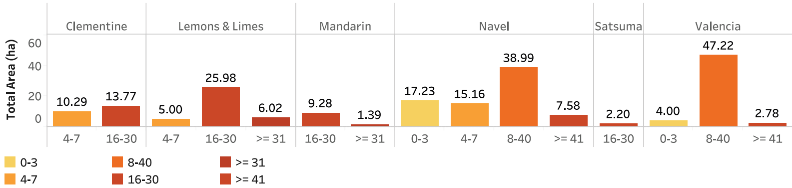
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per Western Cape in 2024



Integrated Monitoring and Evaluation System (M&E)

Northern Cape Provincial Overview for 2024

Province	Commodity	Season
Northern Cape	All	2024

Northern Cape: Seasonal Summary for 2024

# of growers	Total area under production
4	707

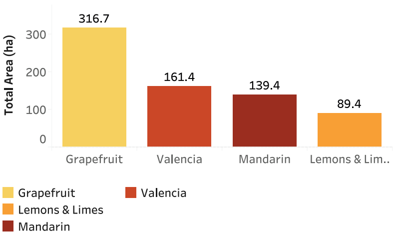
Key Summary Statistics per Province

Province	# of growers	Total Area
Northern Cape	4.0	706.9
Grand Total	**4.0**	**706.9**

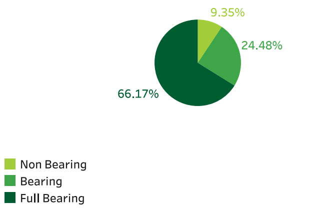
Northern Cape Total area under cultivation in 2024

Province	Commodity (gr..	Non Bearing	Bearing	Full Bearing	Grand Total
Northern Cape	Grapefruit	66.1	63.6	187.0	**316.7**
	Lemons & Limes		17.2	72.2	**89.4**
	Mandarin		62.2	77.2	**139.4**
	Valencia		30.0	131.4	**161.4**
	Total	**66.1**	**173.0**	**467.8**	**706.9**

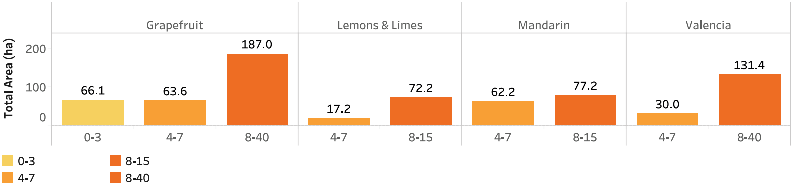
Total Area Planted per All in 2024



Bearing Status: Total Area planted in 2024



Age category: Total Area planted per Northern Cape in 2024



Financial Managers Report

Overview

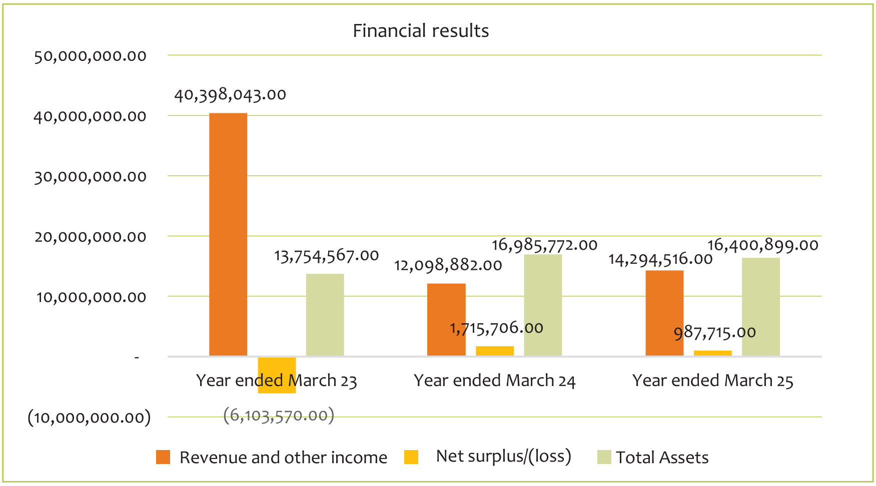
In the 2024/2025 financial year, the company received funding of R48 million from the Citrus Growers Association of Southern Africa (CGA) (2023/24 R45 Million). This funding is received annually from the CGA as part of its commitment to industry transformation. The funds are allocated between Enterprise Development Funding and Revenue funding to cover operating expenses . In 2024/2025, Enterprise Development Funding received was R35 Million and the amount allocated as Revenue to cover operating expenses was R 13 Million.

CGA GDC also received other Operating Income of R1.2 million for the year (2023/24 R1.1 million)

The company's operating and administration expenses for 2024/2025 are R13 Million (2023/24 R10 Million). The CGA GDC's main expenses are staff costs, workshops and study groups, accommodation, office rental and consulting fees.
There was a small surplus for the year of R987 715 (23/24 R1,7 Million).

Performance

Financial highlights



The CGA Grower Development Company has cash reserves of R14.3 million as at 31 March 2025 (2023/24 R14.8 million)
Fixed assets increased from R375 699 in 2023/24 to R1 948 515 in 2024/2025. This is due to 3 new vehicles purchased for the Extension Officers.

The CGA Grower Development Company also manages funds on behalf of third parties. In 2024/2025 these were:

- Easten Cape project funds – For the development of the Eastern Cape growers
- Easten Cape Development Corporation – For the support towards accreditation of black growers with Global Good Agricultural Practice, a feasibility study for processing facilities and business plans.
- Citrus Industry Trust – For the Integrated Pest Management programme.

These third-party funds are shown on the CGA GDC Statement of Financial Position.
The company will continue to source funding from external / third party sources to support growers.

CGA GROWER DEVELOPMENT COMPANY NPC

Registration No. 2016/303573/08

Annual Financial Statements for year ended 31 March 2025

Company Information

Registration number:	2016/303573/08
Business address:	Grain-building Agri-Hub Office Park Block B, First Floor 477, Witherite Road Pretoria Gauteng 0184
Registered address:	Unit 7 22 on Main, 22 Old Main Road Gillitts, KwaZulu-Natal 3610
Postal Address:	Postnet Suite 426 Private Bag X1, Die Wilgers, Gauteng 0041
Registered Auditors:	PricewaterhouseCoopers Inc. Registered auditors, Pietermaritzburg
Banker:	Standard Bank Limited
Level of assurance:	The annual financial statements have been audited in compliance with the applicable requirements of the Companies Act 71 of 2008 of South Africa
Preparer:	The annual financial statements have been prepared internally by Camille Khoza

ANNUAL FINANCIAL STATEMENTS

Statement of Directors' Responsibility

CGA GROWER DEVELOPMENT COMPANY NPC
Registration No. 2016/303573/08
Annual Financial Statements for the year ended 31 March 2025

The directors are responsible for the preparation, integrity, and fair presentation of the financial statements of CGA Grower Development Company NPC. The financial statements presented on page 4 and pages 8 to 20 have been prepared in accordance with the IFRS for SMEs® Accounting Standard and the Companies Act 71 of 2008, and include amounts based on judgements and estimates made by management.

The directors consider that in preparing the financial statements they have used the most appropriate accounting policies, consistently applied and supported by reasonable and prudent judgements and estimates. The directors are satisfied that the information contained in the financial statements fairly presents the results of operations for the year and the financial position of the company at year end. The directors also prepared the other information included in the annual report and are responsible for both its accuracy and its consistency with the financial statements.

The directors have responsibility for ensuring that accounting records are kept. The accounting records should disclose with reasonable accuracy the financial position of the company to enable the directors to ensure that the financial statements comply with the relevant legislation.

CGA Grower Development Company NPC operated in a well-established control environment, which is well documented and regularly reviewed. This incorporates risk management and internal control procedures, which are designed to provide reasonable, but not absolute, assurance that assets are safeguarded and the risks facing the business are being controlled.

The going-concern basis has been adopted in preparing the financial statements. The directors have no reason to believe that the company will not be a going concern in the foreseeable future, based on forecasts and available cash resources. These financial statements support the viability of the company.

The company's external auditor PricewaterhouseCoopers Incorporated, audited the financial statements, and their report is presented on pages 5 to 7.

The financial statements were approved and authorised by the board of directors on 31-07-2025 and are signed on its behalf by:

Ronald Ramabulana

Director

Report of the Directors

The directors present their annual report, which forms part of the audited financial statements of the company for the year ended 31 March 2025.

1. General review

The CGA Grower Development Company NPC is established as a special purpose vehicle to drive transformation within the citrus industry. Its core purpose is to provide Black growers with development support to ensure that their enterprises become profitable and financially sustainable.

2. Financial results

The financial results of the company are set out in the attached financial statements.

3. Members of the board

The following acted as board members during the year:

Chairman
TR Ramabulana

Board members
NT Mankhili
ZL Mgadle
AA Muller
R Govender

4. Going concern

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

5. Auditors

PricewaterhouseCoopers Inc. will continue in office in accordance with Section 90 of the Companies Act 71 of 2008.

6. Material events after year end

No matter which is material to the financial affairs of the company has occurred between 31 March 2025 and the date of approval of the financial statements.

Independent auditor's report

To the Members of CGA Grower Development Company NPC

Our opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of CGA Grower Development Company NPC (the Company) as at 31 March 2025, and its financial performance and cash flows for the Year then ended in accordance with the IFRS for SMEs Accounting Standard and the requirements of the Companies Act of South Africa.

What we have audited

CGA Grower Development Company NPC's financial statements set out on pages 7 to 19 comprise:

- the Statement of Financial Position as at 31 March 2025;
- the Statement of comprehensive income for the Year then ended;
- the Statement of Changes in Equity for the Year then ended;
- the Statement of Cash Flows for the Year then ended; and
- the notes to the financial statements, which include a summary of significant accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Independence

We are independent of the Company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards).

Other information

The Directors are responsible for the other information. The other information comprises the information included in the document titled “CGA Grower Development Company NPC Annual Financial Statements for the year ended 31 March 2025", which include(s) the Report of the Directors as required by the Companies Act of South Africa. The other information does not include the financial statements and our auditor's report thereon.

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

In connection with our audit of the financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Independent auditor's report
To the Members of CGA Grower Development Company NPC

Responsibilities of the directors for the financial statements

The Directors are responsible for the preparation and fair presentation of the financial statements in accordance with the IFRS for SMEs Accounting Standard and the requirements of the Companies Act of South Africa, and for such internal control as the Directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditors responsibilities for the audit of the financial statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Directors.

- Conclude on the appropriateness of the Directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion.

Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

PricewaterhouseCoopers Inc.

PricewaterhouseCoopers Inc.
Director: Rodney Klute
Registered Auditor
Pietermaritzburg, South Africa
31 July 2025

pwc

Statement of Financial Position at 31 March 2025

	Notes	2025	2024
		R	R
ASSETS			
Non-current assets			
Plant & equipment	4	1 948 515	375 699
		1 948 515	375 699
Current assets			
Trade and other receivables	8	39 454	50 801
Funding asset		18 092	1 728 436
Cash and cash equivalents	5	14 394 839	14 830 836
		14 452 385	16 610 073
Total assets		**16 400 899**	**16 985 772**
EQUITY AND LIABILITIES			
Capital and reserves			
Retained surplus		15 811 881	14 824 166
Total equity		15 811 881	14 824 166
Current liabilities			
Trade and other payables	6	570 926	433 170
Funding liability	7	18 092	1 728 436
Total Liabilities		589 018	2 161 606
Total equity and liabilities		**16 400 899**	**16 985 772**

Statement of Comprehensive Income

	Notes	2025 R	2024 R
Revenue	11	13 000 000	11 000 000
Administration and operating expenses		(13 363 507)	(10 383 176)
Operating (deficit) / surplus	2	(363 507)	616 824
Operating income	12	1 294 516	1 098 882
Finance income		56 706	-
Surplus before taxation		987 715	1 715 706
Taxation	9	-	-
Surplus for the year		987 715	1 715 706
Other comprehensive income		-	-
Total comprehensive surplus for the year		**987 715**	**1 715 706**

Statement of Changes in Equity

	Retained surplus R	Total R
Year ended 31 March 2025		
Balance at the beginning of the year	14 824 166	14 824 166
Total comprehensive surplus for the year	987 715	987 715
Balance at the end of the year	**15 811 881**	**15 811 881**
Year ended 31 March 2024		
Balance at the beginning of the year	13 108 460	13 108 460
Total comprehensive deficit for the year	1 715 706	1 715 706
Balance at the end of the year	**14 824 166**	**14 824 166**

Statement of Cash Flows

	Note	2025 R	2024 R
Cash flows from operating activities			
Cash receipts from customers	A	14 030 514	12 927 475
Cash paid to suppliers and employees	B	(12 898 866)	(10 433 721)
Cash flows generated from operations	10	1 131 648	2 493 754
Interest received		56 706	-
Net cash generated from operating activities		1 188 354	2 493 754
Cash flows from investing activities			
Purchase of property, plant and equipment	4	(1 896 351)	-
Proceeds on disposal of property, plant and equipment		272 000	141 033
		(1 624 351)	141 033
Net movement in cash and cash equivalents		(435 997)	2 634 787
Cash and cash equivalents at the beginning of the year		14 830 836	12 196 049
Cash and cash equivalents at the end of the year	5	**14 394 839**	**14 830 836**
A. Cash receipts from customers			
Levies received from Citrus Growers Association		13 000 000	11 000 000
Other income		1 294 517	1 098 882
Profit on sale of asset		(275 350)	-
Trade and other receivables			
Opening		50 801	879 394
Closing		(39 454)	(50 801)
		14 030 514	12 927 475
B. Cash paid to suppliers			
Total cost of goods sold, admin and other expenses		13 363 507	10 383 176
Less: Depreciation		(326 885)	(162 392)
Movement in trade payables		(137 756)	212 937
		12 898 866	10 433 721

Notes to the Annual Financial Statements

1. Summary of significant accounting policies

The principle accounting policies applied in the preparation of these financial statements are set out below.

1.1. Basis of preparation

The financial statements have been prepared in accordance with IFRS for SMEs® Accounting Standard. The financial statements have been prepared under the historical cost convention and incorporate the principal accounting policies set out below. They are presented in South African Rands.

The preparation of the financial statements in conformity with IFRS for SMEs® Accounting Standard requires the use of estimates and assumptions that affect the reported amount so assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period based on management's best knowledge of current events and actions. Actual results may ultimately differ from these estimates. During the current year, there are no areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements.

1.2. Plant and equipment

All plant and equipment is stated at historical cost less accumulated depreciation and impairment losses. Historical costs include expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the company and the cost can be measured reliably. All other repairs and maintenance are charged to the statement of comprehensive income during the financial period in which they are incurred. Depreciation on assets is calculated using the straight-line method to allocate their cost to their residual values over their estimates lives as follows:

Computers	3 years (33.3%)
Furniture and Fittings	6 years (16.67%)
Motor Vehicles	5 years (20%)

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each statement of financial position date.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount (refer to note 1.3).

Gains and losses on disposal are determined by comparing proceeds with carrying amount. These are included in the statement of comprehensive income.

1.3. Impairment of non-financial assets

Assets that have an indefinite useful life are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds it recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purpose of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Non- financial assets other than goodwill that were subjected to an impairment are reviewed for possible reversal of the impairment at each reporting date.

1.4 Other Receivables

Other receivables consist mainly of deposits. These are measured at amortised costs which approximates fair value.

1.5 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost. Cash and cash equivalents include cash on hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less, and bank overdrafts. Bank overdrafts are shown within borrowings in current liabilities on the statement of financial position.

1.6 Trade payables

Trade payables are carried at the fair value of the consideration to be paid in future for goods or services that have been received or supplied and invoiced or formally agreed with the supplier.

1.7 Provisions

Provisions are recognised when: the company has a present legal or constructive obligation as a result of past events; it is more likely than not that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses. Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small. Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate reflects current market assessments of the time value of money and the risk specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

1.8 Financial risk management

Financial risk factors:

Foreign exchange risk
The company is not exposed to foreign exchange risk as no foreign currency transactions are entered into.

Interest rate risk
As the company has no significant interest – bearing assets, except for cash and cash equivalents, the company's income and operating cash flows are substantially independent of changes in market interest rates.

Credit risk
At year-end the company did not consider there to be any significant concentration of credit risk which had not been adequately provided for. Cash transactions are limited to high credit quality financial institutions.

Liquidity risk
Prudent liquidity risk management implies maintaining sufficient cash, marketable securities and the availability of funding through credit facilities. The company aims at maintaining flexibility of funding by keeping committed credit lines available.

Notes to the Annual Financial Statements

Fair value estimations:

The carrying amounts of the financial assets and liabilities in the statement of financial position approximate fair values at the year-end. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

1.9 Revenue recognition

The carrying amounts of the financial assets and liabilities in the statement of financial position approximate fair values at the year-end. The particular recognition methods adopted are disclosed in the individual policy statements associated with each item.

a) Service income

Service income is recognised on an accruals basis in accordance with the substance of the relevant agreements.

b) Grant income

Grant income is recognised on an accruals basis in accordance with the substance of the relevant agreements.

c) Interest Income

Interest is recognised in profit or loss, using the effective interest rate method.

d) Other income

Other income is measured at fair value of the consideration received or receivable and is recognized when it is probable that the economic benefits associated with the transactions will flow to the company and the amount can reliably be measured.

1.10 Loans to (from) group companies

These include loans to and from holding companies, fellow subsidiaries, joint ventures and associates and are recognised initially at fair value plus direct transaction costs.

Loans to group companies are classified as loans and receivables.

Loans from group companies are classified as financial liabilities measured at amortised cost.

1.11 Grant funding

Often grant funding is received by the entity that is not recognised as income in the financial statements. This funding is managed through the entity's statement of financial position and held separately from the entity's other funds. The funding is managed, disbursed and reported in terms of the agreements negotiated with the funding providers.

Notes to the Annual Financial Statements

2. Operating surplus/(deficit)

The following items have been charged in arriving at operating profit/loss:

	2025 R	2024 R
Auditor remuneration – current year	70 859	57 150
Staff costs (refer to note 3)	7 048 940	6 146 088
Depreciation	326 885	162 392
Travel – Local	981 186	1 016 954
Workshops & study groups	233 847	192 889
Accommodation	877 048	457 209
Board costs	603 660	398 154
Legal Fees	33 825	236 017
Rent	777 478	539 239
Consulting fees	1 283 769	532 241
Other expenses	1 126 010	644 843
Total administration and operating expenses	13 363 507	10 383 176

3. Staff costs

	2025 R	2024 R
Salaries and wages	7 048 940	6 146 088

4. Plant & Equipment

	Furniture	Vehicles	Computers	Total
At 31 March 2025				
Opening carrying value	122 183	230 343	23 173	375 699
Additions	-	1 791 481	104 870	1 896 351
Disposals	-	(3 350)	-	(3 350)
Depreciation	(26 715)	(260 395)	(39 775)	(326 885)
Closing carrying value	95 468	1 764 779	88 268	1 948 515
Cost	310 917	2 267 307	426 961	3 005 185
Accumulated Depreciation	(215 449)	(502 528)	(338 693)	(1 056 670)
Net carrying value	95 468	1 764 779	88 268	1 948 515
At 31 March 2024				
Opening carrying value	148 898	441 937	88 289	679 124
Disposals	-	(140 533)	(500)	(141 033)
Depreciation	(26 715)	(71 061)	(64 616)	(162 392)
Closing carrying value	122 183	230 343	23 173	375 699

Notes to the Annual Financial Statements

4. Plant & Equipment (continued)

	Furniture	Vehicles	Computers	Total
Cost	310 917	1 184 202	322 091	1 817 210
Accumulated Depreciation	(188 734)	(953 859)	(298 918)	(1 441 511)
Net carrying value	122 183	230 343	23 173	375 699

	2025 R	2024 R
5. Cash and cash equivalents		
Standard Bank Current Account and Market link account	14 394 839	14 830 836
6. Trade and other payables		
Provisions	353 613	301 986
Accruals	4 661	-
Payables	24 975	33 296
CIT Funding Received	18 092	-
VAT payable	169 585	97 888
	570 926	433 170

7. Funding liability

2025	Eastern Cape Project funding	Enterprise Development	Citrus Industry Trust Funding	Eastern Cape Corporation	**Total**
Opening balance	(517 738)	(1 560 145)	(168 291)	(921 122)	(3 167 296)
Income Received	(45 020)	(36 627 231)	(375 000)	(39 197)	(37 086 448)
Income invoiced	-	-	-	(3 500 000)	(3 500 000)
Income to be spent	-	-	-	3 500 000	3 500 000
Income spent	-	37 824 975	525 199	290 333	38 640 507
Closing balance	(562 758)	(362 402)	(18 092)	(669 986)	(1 613 238)
Amount per Bank account	562 758	362 402	-	669 986	(1 595 145)
Total Liability	-	-	(18 092)	-	(18 092)

2024	**Eastern Cape Project funding**	**Enterprise Development**	**Citrus Industry Trust Funding**	**Eastern Cape Corporation**	**Total**
Opening balance	-	-	-	-	-
Income Received	(517 738)	(32 872 684)	(350 000)	(921 122)	(34 661 544)
Income spent	-	31 312 539	181 709	-	31 494 248
Closing balance	(517 738)	(1 560 145)	(168 291)	(921 122)	(3 167 296)
Amount per Bank account	517 738	-	-	921 122	1 438 860
Total Liability	-	(1 560 145)	(168 291)	-	(1 728 436)

All grant funding relates to funding provided to enhance the development of citrus growers, increase citrus production and provide assistance with increasing employment in the citrus industry. Outside third parties provide the necessary services and CGA Grower Development Company NPC pays the money over to them. CGA Grower Development Company NPC merely holds the money to pay it over to the third party and is not entitled to any portion of it.

Notes to the Annual Financial Statements

	2025 R	2024 R
8. Trade and other receivables		
Other receivables	39 454	50 801
	39 454	50 801

9. Income taxes

The company is exempt from the payment of normal income tax in terms of s10(1)(cN).

10. Cash flows generated from/(utilised in) operations

Net surplus before tax Adjusted for:	987 715	1 715 706
Profit on sale of assets	(275 350)	-
Depreciation	326 885	162 392
	1 039 250	1 878 098
Changes in working capital:	149 103	615 656
Movement in trade and other payables	137 756	(212 937)
Movement in receivables	11 347	828 593
Total cash flows generated from/(utilised in) operations	1 188 353	2 493 754

11. Revenue

Services rendered – Citrus Growers Association of Southern Africa NPC	13 000 000	11 000 000

Services rendered Citrus Growers Association of Southern Africa NPC13 000 00011 000 000

Grant funding income and expenditure have been reclassified to the statement of financial position in the current year.

12. Operating Income

Services rendered – Jobs Fund Project	613 432	1 091 382
Other income – Citrus Information Day Sponsorship	19 500	7 500
Profit on sale of asset	275 350	-
CGA – consulting fees	35 531	-
Chamber contribution (due diligence/fruit logistica)	297 373	-
CGA office occupancy contribution	53 330	-
	1 294 516	1 098 882

Notes to the Annual Financial Statements

13. Related party transactions

Related party	Relationship
Citrus Growers Association of Southern Africa NPC	Entity under common directorship
The Citrus Research Trust	The board members of Citrus Growers Association of Southern Africa are trustees of The Citrus Research Trust.
River Bioscience Proprietary Limited	Entity under common management

	2025 R	2024 R
Services rendered to related parties		
Citrus Growers Association of Southern Africa NPC	13 000 000	11 000 000
Other Income received from related parties		
Citrus Growers Association of Southern Africa NPC – Jobs Fund	613 432	1 091 382
Rent paid to related parties		
River Bioscience Proprietary Limited	41 900	42 091

14. Financial assets by category

	2025 R	2024 R
The accounting policies for financial instruments have been applied as follows:		
Financial assets at amortised cost	14 343 293	16 610 073

Financial liabilities by category

	2025 R	2024 R
The accounting policies for financial instruments have been applied as follows:		
Financial liabilities at amortised cost	29 636	33 296

15. Going Concern

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

16. Remuneration paid to Directors

	2025	2024
TR Ramabulana	403 250	272 000
R Govender	55 750	40 400

17. Events after the reporting date

The Directors are not aware of any material matter or circumstance arising since the end of the financial year, that would have a material impact on the annual financial statements.

Detailed Statement of Comprehensive Income

	2025 R	2024 R
Income		
Revenue	13 000 000	11 000 000
Services rendered–Citrus Growers Association of Southern Africa NPC	13 000 000	11 000 000
Operating income	1 294 516	1 098 882
Services rendered – Jobs Fund Project	613 432	1 091 382
Other income – Citrus Information Day Sponsorship	19 500	7 500
Profit on sale of asset	275 350	-
CGA – consulting fees	35 531	-
Chamber contribution (due diligence/fruit logistica)	297 373	-
CGA office occupancy contribution	53 330	-
Administration expenses	(2 078 942)	(1 088 820)
Accounting and audit fees	70 859	57 150
Bank charges	22 436	20 990
Computer expenses	107 741	97 037
Consulting fees	283 769	532 241
Data & internet costs	25 526	15 780
Depreciation	326 885	162 392
Interest paid	1 714	1 957
Office expenses	88 764	60 454
Printing and stationery	22 98	21 067
Telephone, postage and fax	128 266	119 752
Operating expenses	(11 034 338)	(9 294 356)
Accommodation	877 048	457 209
Board costs	603 660	398 154
Entertainment expenses	77 923	74 082
Legal fees	33 825	236 017
Unemployment Insurance Fund	22 848	19 660
Subscriptions	15 388	4 590
Provision for leave pay	51 627	(84 256)
Electricity and water	53 141	62 705
Reversal of General Provision	-	(166 143)
Rent	777 478	539 239
Staff costs	048 940	6 146 088
Travel – Local	981 186	1 016 954
Travel – International	178 049	-
Workshops & study groups	233 847	192 889
Repairs and Maintenance	79 378	99 120
Business plans	-	196 512

This statement does not form part of the annual financial statements and is unaudited

Detailed Statement of Comprehensive Income (Cont.)

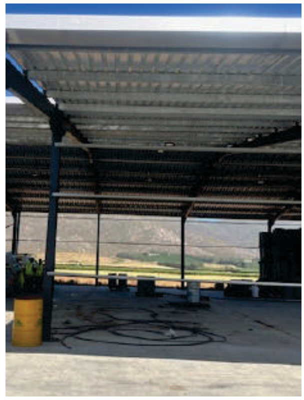
	2025 R	2024 R
Operating expenses (continued)		
Global Gap and SIZA	141 938	116 191
Feasibility study	56 660	-
Marketing and communication	47 663	57 849
Staff training	-	42 350
Donations	3 000	4 500
Insurance	965	-
Operating surplus	931 010	1 715 706
Finance income	56 706	-
Net surplus for the year	987 715	1 715 706

This statement does not form part of the annual financial statements and is unaudited









From left to right:

Andrew Mbedzi
(Production and Technical Support Manager, CGA-GDC)
Lawrence Mgadle
(Grower)
Athandile Shoba
(Extension Officer, CGA-GDC)
Tristan Comley
(National Sale Co-ordinator, River Bioscience)
Eric Nohamba
(Grower - Passed on)
Nkwane Mphahlele
(Business Support Assistant, CGA-GDC)
Marco Saayman
(Junior Technical sale representative, River Bioscience)

NOTES

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CGA GROWER DEVELOPMENT COMPANY

CGA
Grower
Development
Company

CONTACT DETAILS

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WE TRANSFORM TO SUSTAIN OUR INDUSTRY, CREATE JOBS AND WEALTH, SECURE OUR FUTURE AND ENSURE FOOD SECURITY.