



INTEGRATED REPORT 2024/2025



CRICKET
SOUTH AFRICA

Welcome to the
Cricket South Africa
(CSA) Integrated
Report for the period
1 May 2024 to
30 April 2025.

Please view our
report online



1

ABOUT OUR INTEGRATED REPORT 03

Our purpose and mandate	04
Integrated thinking	04
Our integrated reporting process	04
Reporting frameworks	04
Enhancements to our report	05
Scope and boundary	05
Board approval	05

2

ABOUT CRICKET SOUTH AFRICA 06

Who we are	06
What we do	08
Our investment case	09
2024/2025 Highlights	10
Awards and recognition	11

3

LEADERSHIP MESSAGES 13

Foreword from the President	13
Message from the Chairperson	15
Message from the CEO	17

4

CREATING SUSTAINABLE VALUE 20

Our operating context	20
Our strategy	22
Our material matters	24
Our value-creating business model	26
Risk management	28
Stakeholder engagement	29
Our contribution to the SDGs	33
Strategic outlook	34
Financial capital	35
Human and intellectual capital	43
Part A: Caring for the wellbeing of our people	44
Part B: Cricket talent	47
Social and relationship capital	59
Manufactured capital	64
Natural capital	68

5

CREATING AND PRESERVING VALUE THROUGH GOOD GOVERNANCE 71

Governance philosophy and framework	72
Governance structure	73
Board report	73
Board committees	78
List of acronyms	94
Thank you to our partners	95
GRI Index	96

ICONS USED IN THIS INTEGRATED REPORT

Strategic pillars

-  Access
-  Inclusivity
-  Excellence

Six capitals

-  Financial
-  Human
-  Intellectual
-  Manufactured
-  Natural
-  Social and relationship

Welcome to CSA Integrated Report for the period 1 May 2024 to 30 April 2025. This report serves as one of our primary vehicles for transparent and substantive engagement with stakeholders. It offers a comprehensive overview of CSA's operational performance, social impact and governance practices, including a summary of financial results.

Although CSA is an unlisted company, we voluntarily publish this integrated report to affirm our dedication to accountability, ethical leadership and long-term sustainability. By doing so, we aim to build trust and credibility among stakeholders and align with best practice standards in corporate reporting.

We apply integrated thinking, embedding it within strategic decision-making, operational delivery and stakeholder relationships. This ensures consistency between our value-creating activities, performance outcomes and stakeholder expectations.

While certain proprietary or competitively sensitive information may be withheld, we strive to present a balanced and transparent account of CSA's progress. The report reflects our progress in driving meaningful impact, upholding sound governance and maintaining relevance in a dynamic business and sporting environment.

Our theme

The report continues with the theme *Woza Nawe*, meaning 'Come along'. This reflects CSA's ongoing commitment to inclusivity, collaboration and unity of purpose. The theme signals an open invitation to all stakeholders to actively participate in shaping the future of South African cricket and reflects our ambition to build a truly representative and globally competitive sport.



Our cover page

The cover image celebrates the spirit of South African cricket. Passion and energy shine through the players in action, while the sense of unity echoes CSA's *Woza Nawe* theme. It is a visual call to inclusivity and collaboration, inviting everyone to help shape a representative and globally competitive future for the game.

This report was produced in partnership with Trialogue.



ABOUT OUR 2024/2025 INTEGRATED REPORT

SECTION CONTENT

Our purpose and mandate	04
Integrated thinking	04
Our integrated reporting process	04
Reporting frameworks	04
Enhancements to our report	05
Scope and boundary	05
Board approval	05

Our 2024/2025 integrated report is the outcome of a comprehensive reporting process governed by the Board, led by the Executive Committee and delivered through company-wide collaboration. It reflects our application of integrated thinking and provides a balanced view of how CSA creates value over the short, medium and long term.

A large, bold white number '1' is positioned in the lower right corner of the page, set against a dark green background that features a blurred image of a cricket ball and a cricket bat on a grassy field.

1

OUR PURPOSE AND MANDATE

CSA is a non-profit organisation with a mandate to promote and develop cricket in South Africa. Our capital and income are reinvested exclusively to advance this mandate. Our value creation approach combines on-field performance with off-field initiatives, contributing to the growth and transformation of the game nationwide and strengthening South Africa’s role in international cricket.

2

INTEGRATED THINKING

We apply integrated thinking to ensure decisions and actions are informed by a broad understanding of our internal and external environment. This involves identifying and prioritising our material matters through stakeholder engagement, risk analysis and alignment with strategic objectives. Our reporting framework is built around these material matters, which guide our resource allocation and impact measurement. Refer to page 24 for our material matters.

3

OUR INTEGRATED REPORTING PROCESS

This report was developed through an inclusive and systematic process that draws on internal and external data. Material matters were identified through benchmarking, risk assessment and stakeholder reviews and validation by senior management and the Board. Content was sourced through submissions from business units and interviews with executives. The integrated report (IR) and annual financial statements (AFS) were prepared in parallel to ensure alignment and consistency.

4

REPORTING FRAMEWORKS

Our integrated report and annual financial statements are guided by various reporting frameworks, codes and legislation. This integrated report has been informed by the Global Reporting Initiative (GRI) Standards. CSA is progressively aligning with these standards and will expand disclosures and indexing as our sustainability framework and data systems mature. A GRI index is included at the end of the electronic version of this report and published online to accompany the printed version.

REPORT	INTERNATIONAL <IR> FRAMEWORK (2021)	COMPANIES ACT 71 OF 2008 (COMPANIES ACT)	INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)	KING IV REPORT ON CORPORATE GOVERNANCE FOR SOUTH AFRICA, 2016 (KING IV™)	GLOBAL REPORTING INITIATIVE (GRI)
IR	X	X		X	X
AFS		X	X	X	



5

ENHANCEMENTS TO OUR REPORT

We continuously improve our integrated reporting to reflect best practice and respond to stakeholder feedback. In 2024/2025, we made the following changes to provide a transparent view of CSA's value creation, performance and future ambitions:

Reorganised the structure to align more clearly with the capitals and value creation logic.	Separated human capital into two parts to distinguish between employees and cricket personnel (such as players, coaches and umpires), clarifying roles and contributions across the cricket ecosystem.	Moved highlights and awards to the About Cricket South Africa section to support the strategic narrative.	Introduced information on the alignment of CSA's stakeholder universe and the United Nations Sustainable Development Goals (SDGs) in the Creating sustainable value section. In addition, we included a sustainability outlook section in the Governance report.
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Navigating the report



Material matters



Strategic pillars



Key risks

6

SCOPE AND BOUNDARY

Target audience

This report is intended for a broad stakeholder group, including players, fans, commercial partners, employees, government, cricket communities, the media and international partners.

Assurance

CSA applies a combined assurance model comprising internal controls, risk and compliance systems and independent assurance. The summary financial statements in this report are derived from audited AFS prepared in compliance with IFRS and the Companies Act. PricewaterhouseCoopers Inc. issued an unqualified opinion, as endorsed by the Audit, Governance and Risk Committee (AGRC) and approved by the Board.

Forward-looking statements

This report contains forward-looking statements based on our current expectations and projections regarding future developments in cricket. These statements are subject to risks and uncertainties that may cause actual results to differ from our expectations. Readers should consider these factors when interpreting the information, as actual outcomes may vary due to changing conditions and unforeseen events.

Board approval

The Board acknowledges its responsibility for ensuring the integrity of this integrated report. In the Board's opinion, the report addresses all material matters affecting CSA's ability to create value and presents a fair and balanced view of the organisation's integrated performance. The Board is confident the report has been prepared in accordance with the International Integrated Reporting Framework. This report was approved by the Board of Directors of CSA on 1 September 2025 and presented at the annual general meeting (AGM) held on 20 September 2025.



Pearl Maphoshe
Chairperson:
CSA Board



Palesa Kadi
Chairperson: Audit,
Governance and Risk
Committee

Feedback on the report



CSA values the opinions and feedback of all stakeholders as part of our commitment to continuous improvement. We welcome suggestions, inquiries and comments regarding our operations and reporting. Kindly email your feedback to Refentse Shinnars, Public Affairs Executive, at refentses@cricket.co.za.

ABOUT CRICKET SOUTH AFRICA

SECTION CONTENT

Who we are

06

What we do

08

Investment case

09

2024/2025 Highlights

10

Awards and recognition

11

Who we are

CSA is the national governing body for the sport of cricket in South Africa, administering all aspects of men's and women's cricket in both professional and amateur spheres. As the custodian of cricket in South Africa, CSA is an Affiliate of the South African Sports Confederation and Olympic Committee (SASCOC) and a full member of the International Cricket Council (ICC).

VISION

To make cricket in South Africa the most accessible, inclusive and globally competitive sport.

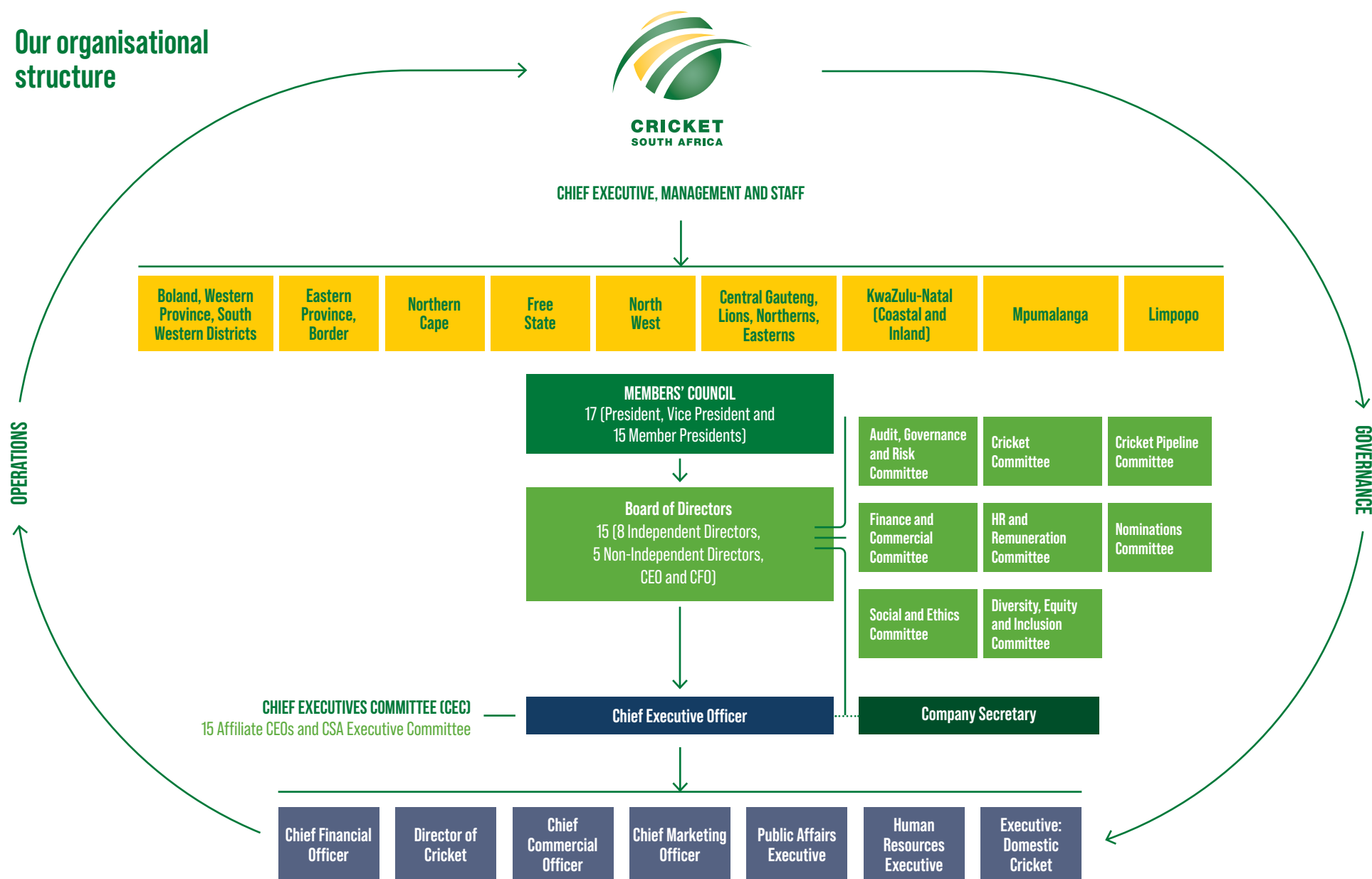
MISSION

Enabling each individual interested in cricket to fully explore and express their talent, passion and love for the game, making cricket attractive to all.

2



Our organisational structure



What we do

CSA uses sport as a vehicle for social cohesion, transformation and national pride. As the custodian, promoter and administrator of cricket in the country, we apply our capital and income solely towards promoting our mandate and advancing cricket in South Africa, contributing to the sport's sustainability and growth.

CSA operates as a non-profit company and as the national governing body for cricket in South Africa, our structure is designed to balance governance, inclusivity and performance across both amateur and professional levels.

Beyond managing elite performance, CSA is committed to deepening access, promoting inclusivity and ensuring the game meaningfully contributes to South Africa's broader developmental goals. Our responsibilities encompass both the strategic governance of cricket and grassroots development, guided by principles of ethical leadership, sustainability and excellence.

These responsibilities are detailed in the diagram:

STRATEGIC AND OPERATIONAL RESPONSIBILITIES

Manage South Africa's national teams and oversee domestic competitions

Coordinate cricket development across all provinces and communities

Set and enforce the rules and regulations governing the game

Support the development of infrastructure, high-performance hubs and academies

ETHICS AND GOVERNANCE

Uphold fair play, integrity, professionalism and sportsmanship

Maintain a drug-free, safe and inclusive environment for all participants

Apply governance best practices in line with the Companies Act and King IV both within CSA and across affiliated structures

Enforce zero tolerance for corruption, discrimination and misconduct

DEVELOPMENT AND IMPACT

Promote gender equity and transformation at every level of the game

Leverage cricket for social cohesion, youth development and national pride

Strengthen relationships with government, sponsors, the ICC and stakeholders

Embed sustainability and ethical leadership across operations



Our investment case

CSA offers a compelling investment opportunity, anchored by our commitment to excellence, meaningful social impact and strong commercial value. Aligned with our vision to make cricket the most accessible, inclusive and globally competitive sport in South Africa, CSA, together with its Affiliates, provides a platform for sustainable growth, social progress and strategic partnership. We are well positioned to expand our global influence and deliver measurable returns for stakeholders across the cricket ecosystem.

STRATEGIC VALUE	SUPPORTING EVIDENCE
Vision and mandate	Our vision is to make cricket in South Africa the most accessible, inclusive and globally competitive sport. CSA applies its capital and income solely to promote its objectives and advance cricket across the country.
Economic contribution	CSA recorded a net profit of R238 million in 2024/2025. The Betway SA20 league alone generated R1.8 billion in direct spend, contributed R5.3 billion to GDP and supported approximately 8 199 jobs. A very popular T20 five-match series against India in November 2024 resulted in an indirect and induced economic impact of approximately R218 million for South Africa.
Global presence	CSA has hosted major ICC events including the ICC Women's T20 World Cup, the inaugural ICC U19 Women's T20 World Cup, the U19 Men's Cricket World Cup and will be hosting the <i>ICC Men's Cricket World Cup 2027</i> . These events reach millions of international viewers and enhance CSA's global brand and appeal.
Performance excellence	South African teams consistently rank among the top five globally and have secured international titles.
Reach and popularity	Cricket is the second most-watched sport in the world after football. CSA offers a powerful platform for brands seeking wide audience reach and public engagement.
Reach	CSA, in collaboration with its broadcast partners, annually broadcasts more than 300 live matches across television and digital platforms, providing consistent visibility and measurable returns for commercial partners. During the year, CSA renewed its partnership with the SABC, reinforcing its commitment to accessible, free-to-air cricket and broadening audience reach across South Africa. Broadcast partnerships have resulted in South African cricket being broadcast to over one billion viewers across 100 territories through a network of partners in key global cricket markets. Locally, CSA will reinforce its commitment to accessible content through partnerships with both SuperSport and the SABC.
Societal impact	CSA engages more than 100 000 players each year and reaches over 500 000 individuals through structured community programmes.
Social cohesion	CSA delivers over 1 000 outreach events annually, using cricket to build shared identity and strengthen national unity.
Transformation and inclusion	Female participation has increased by 30% over the past three years. CSA implements targeted programmes to include underrepresented groups and improve access.
Sport as a force for good	Cricket promotes health, wellbeing and community development. CSA's work supports a holistic vision of sport that advances social and human capital.

2024/2025 Highlights

Achieved a
net profit of
R238 million

Achieved
**R1.4
billion**
in revenue

Generated
R64 million
in investment income
from the portfolio

Partnered with 7 new
sponsors and official suppliers, increasing the
total base of commercial partners

Completed
the third instalment
of the Betway SA20
T20 cricket league

70

Hubs reached
457 players

Partnered with the
National Youth Service
Programme (NYSP), providing
opportunities for over
3 000 beneficiaries
within the cricket system

Our **Net
Promoter Score**
increased to
6.65 from
5.9 in the
previous year

652

coaches obtained the CSA Level 1
Certificate – Coaching Children
(Primary Schools and Junior Club Cricket)

Strengthened the net
reserve position to
R1.4 billion

The Senior Men's team
finished top of the
Test Rankings to qualify
for the ICC World Test
Championship (WTC) 2025

Proteas Men Test
Cricket team's
consistent
performance

Continued

implementing the
Professional Domestic
Women's League

Maintained a cash and
investments balance of
**R690
million**

The Proteas Men T20 side
reached a historic,
**first ever
ICC T20 Men's
Cricket World
Cup 2024 Final**
in Barbados

Reached
**one billion
viewers** in
100 territories
across the world

Launched the
Schools SA20
Competition



Awards and recognition

CSA Professional Awards 2024/2025 winners

CATEGORY	AWARD	WINNER
Match officials	CSA UMPIRES' UMPIRE OF THE YEAR	Abdoellah Steenkamp
	CSA UMPIRE OF THE YEAR	Allahudien Paleker
Domestic cricket	DIVISION 1 COACH OF THE YEAR	Russell Domingo (DP World Lions)
	DIVISION 2 COACH OF THE YEAR	Ahmed Amla (ACDC Express Tuskers)
	T20 CHALLENGE PLAYER OF THE SEASON	Kwena Maphaka (DP World Lions)
	T20 KNOCKOUT PLAYER OF THE SEASON	Christopher Britz (Eastern Storm)
	DIVISION 1 ONE-DAY CUP PLAYER OF THE SEASON	Jon-Jon Smuts (Hollywoodbets Dolphins)
	DIVISION 2 ONE-DAY CUP PLAYER OF THE SEASON	Jerome Bossr (Eastern Cape linyathi)
	DIVISION 1 4-DAY DOMESTIC SERIES PLAYER OF THE SEASON	Lhuan-dré Pretorius (Momentum Multiply Titans)
	DIVISION 2 4-DAY DOMESTIC SERIES PLAYER OF THE SEASON	Ernest Kemm (Northern Cape Heat)
	DIVISION 2 WOMEN'S T20 CHALLENGE	Coastal: Boland; Inland: Eastern Storm
	SACA MOST VALUABLE MEN'S PLAYER OF THE YEAR	Prenelan Subrayen (Hollywoodbets Dolphins)
	DOMESTIC MEN'S PLAYERS' PLAYER OF THE SEASON	Dewald Brevis (Momentum Multiply Titans)
	HOLLYWOODBETS PRO SERIES DIVISION 1 WOMEN'S COACH OF THE YEAR	Shaun Pretorius (DP World Lions)
	HOLLYWOODBETS PRO 20 PLAYER OF THE SEASON	Kayla Reyneke (World Sports Betting Western Province)
	HOLLYWOODBETS PRO 50 PLAYER OF THE SEASON	Suné Luus (Fidelity Titans)
	SACA MOST VALUABLE WOMEN'S PLAYER OF THE YEAR	Leah Jones (World Sports Betting Western Province)
	DOMESTIC WOMEN'S PLAYERS' PLAYER OF THE SEASON	Nondumiso Shangase (Hollywoodbets Dolphins)
	BETWAY SA20 RISING STAR OF THE SEASON (U25)	Dewald Brevis
	BETWAY BATTER OF THE SEASON (MOST RUNS)	Lhuan-dré Pretorius (Pearl Royals)
	BETWAY SA20 BOWLER OF THE SEASON	Marco Jansen (Sunrisers Eastern Cape)
	BETWAY SA20 PLAYER OF THE SEASON (MVP)	Marco Jansen (Sunrisers Eastern Cape)

CATEGORY	AWARD	WINNER
International cricket	INTERNATIONAL MEN'S NEWCOMER OF THE YEAR	Ottneil Baartman
	MEN'S T20 INTERNATIONAL PLAYER OF THE YEAR	Anrich Nortje
	MEN'S ONE-DAY INTERNATIONAL PLAYER OF THE YEAR	Heinrich Klaasen
	MEN'S TEST PLAYER OF THE YEAR	Temba Bavuma
	MEN'S PLAYERS' PLAYER OF THE YEAR	Kagiso Rabada
	SA MEN'S PLAYER OF THE YEAR	Keshav Maharaj
	INTERNATIONAL WOMEN'S NEWCOMER OF THE YEAR	Ayanda Hlubi
	WOMEN'S T20 INTERNATIONAL PLAYER OF THE YEAR	Nonkululeko Mlaba
	WOMEN'S ONE-DAY INTERNATIONAL PLAYER OF THE YEAR	Annerie Dercksen
	WOMEN'S PLAYERS' PLAYER OF THE YEAR	Nonkululeko Mlaba
	SA WOMEN'S PLAYER OF THE YEAR	Nonkululeko Mlaba
Other categories	MEN'S BEST DELIVERY FUELLED BY KFC	Nandre Burger to Mikyle Louis – WI v SA 2nd Test, 15–17 Aug, WI 1st innings 1.6 overs
	WOMEN'S BEST DELIVERY FUELLED BY KFC	Nonkululeko Mlaba to Sobhana Mostary – ICC Women's T20 World Cup 2024, SA v BAN, 12 Oct, 17.1 overs
	SA FANS' PLAYER OF THE YEAR	Temba Bavuma
	MAKHAYA NTINI POWER OF CRICKET AWARD	Dane Paterson

Awards and recognition continued

CSA Pathway Awards 2024/2025 nominees

CATEGORY	AWARD	WINNER
KFC Mini-Cricket	COACH OF THE YEAR	Makgokolotso Moremoholo (Free State); Rozanne Steenkamp (Boland); Phillip Mapheto (Limpopo); Ntombikayise Patience Xongo (Kei)
	COORDINATOR OF THE YEAR	Ofentse Ranoto (Titans); Nation Ntlame (North West); Aventhea Kearns (Boland); Bongani Gwamanda (KZN Inland)
	BUCKET LOADS OF GOOD AWARD	Phillipine Setlau (Mpumalanga); Clinton Moodley (KZN Coastal); Bellinda Allie (Eastern Province)
Ancillary	CSA INTELLECTUALLY IMPAIRED CRICKET PLAYER OF THE YEAR	Mpho Seloane; Gently Motalane; Sebastian Govender
	CSA BLIND CRICKET PLAYER OF THE YEAR	Lesedi Lesufi; Ephraim Mathapo; Lwande Bhidla; Bradley Hendricks; Siyavuya Mahlikihla; Teboho Moloisane
	CSA DEAF CRICKET PLAYER OF THE YEAR	Sivesh Poonsamy-Muthoo; Heinrich Badenhorst
Junior and senior cricket	HUBS COACH OF THE YEAR	Myles Williamson (Western Province); Petrus Mofokeng; Shahied Adonis (Western Province)
	CSA SCORERS ASSOCIATION OF THE YEAR	Boland Cricket Scorers Association; Eastern Province Cricket Scorers Association; Central Gauteng Lions Scorers Association
	GROUNDSMAN OF THE YEAR	Alfred Mcatshiswa (Willowmoore Park, Benoni); Bryan Bloy (SuperSport Park, Centurion); Braam Mong (WSB Newlands, Cape Town)
	CSA GIRLS U16 PLAYER OF THE TOURNAMENT	Miya Laylor (Western Province); Rethabile Nthoba (Free State); Jeze Campher (Garden Route Badgers)
	CSA BOYS U16 PLAYER OF THE TOURNAMENT	Sulaymaan Gangat (Eastern Province); Connor Parry (Eastern Province); FG Botha (Free State)
	KHAYA MAJOLA CRICKET WEEK PLAYER OF THE TOURNAMENT	Raeq Daniels (Western Province); Divan de Villiers (Titans); Jason Rowles (Central Gauteng Lions)
	CSA GIRLS U19 PLAYER OF THE TOURNAMENT	Janicke Janse Van Rensburg (Titans); Sive Silati (Western Province); Olwethu Gasa (KZN Coastal)
	CSA U19 MEN'S PLAYER OF THE YEAR	Adnaan Lagadien (Western Province); Mohammed Bulbulia (KZN Inland); JJ Basson (Central Gauteng Lions); Jason Rowles (Central Gauteng Lions)
	CSA WOMEN'S PROVINCIAL PLAYER OF THE YEAR	Deidre van Rensburg (North West); Aphilele Adonisi (Eastern Province); Alyssa Erleben (North West); Mieke van Voorst (Easterns)



LEADERSHIP MESSAGES

SECTION CONTENT

Foreword from the President

13

Message from the Chairperson

15

Message from the CEO

17

Foreword from the President

I am pleased to present CSA's Integrated Report for 2024/2025. This has been a defining year in which we strengthened our governance systems, deepened collaboration across all levels of the organisation and renewed our focus on long-term sustainability and transformation.

We are encouraged by the progress and performance achieved during the reporting period. On the field, South African cricket has experienced moments of pride and resilience, with both the men's and women's teams delivering competitive performances across formats. The World Test Championship win in particular was a moment of national pride, reflecting the depth of talent and commitment within the system. Similarly, the continued professionalisation of the women's game through the appointment of a permanent head coach marks a landmark achievement. It has laid the foundation for lasting change in how cricket is played, managed and supported across the country.

3



RIHAN RICHARDS
PRESIDENT, CSA

At the same time, we remain mindful of the scrutiny directed at various aspects of the game. Concerns around transformation outcomes, leadership continuity and the broader impact of our development programmes are part of the national conversation. We acknowledge these perspectives and remain committed to building a system that is transparent, inclusive and responsive. While not all change is immediately visible, we are focused on meaningful progress that endures beyond the current cycle and secures the future of cricket for generations to come.

Improving cohesion and accountability

Strong governance is fundamental to the credibility, stability and long-term success of cricket in South Africa. In recent years, we have strengthened governance standards across the system. The Members' Council, Board and executive leadership have worked closely to embed a culture of accountability and shared responsibility. To support this, a governance matrix was introduced to monitor compliance, identify areas of concern and assist Affiliates in enhancing internal practices. This tool reinforces existing standards and promotes greater consistency in governance across the organisation.

In instances where serious and repeated governance failures occur, CSA has a duty to intervene. During the year, we supported the Board's decision to step in at two Affiliates following concerns related to leadership instability, financial mismanagement and governance failures. These interventions are always a last resort and are guided by due process. Taking firm and principled action in such situations reflects the growing maturity and accountability within CSA's governance system.

Supporting transformation and inclusion

Given South Africa's history, transformation in sport is essential to building social cohesion and national unity. Cricket, like all major sports, carries the responsibility of redressing past injustices and shaping a game that reflects

the full diversity of our society. As the Members' Council, we have supported more deliberate efforts to expand access and create opportunities for underrepresented players and administrators. Our focus is not only on racial diversity, but also on equity, gender and geography. We are encouraged by the success of the Professional Domestic Women's League and the continued growth of our national women's team. At the same time, we have prioritised initiatives to support black African players and to improve retention by addressing barriers linked to socioeconomic conditions. We are also beginning to place more focus on the pipeline for female administrators. While progress has been made on the field, we need to ensure that women have a strong voice in leadership across Affiliates and the Members' Council.

Affiliates are the engine room of cricket development. They drive access, nurture talent and keep the game alive in communities across the country. Over the past year, we have seen a surge of energy from a new generation of provincial leaders. These incoming presidents bring fresh ideas, ambition and a strong commitment to service and we are encouraged by the talent emerging at this level.

At the same time, we recognise the risk of losing institutional memory too quickly. Frequent leadership changes in some provinces disrupt momentum and make it harder to sustain long-term programmes. As the Members' Council, we are exploring how to strengthen leadership development, improve continuity and retain experience, while still making space for new voices to lead. It is not about choosing between the old and the new, but about building a leadership culture that is strong, inclusive and future fit.

Preparing for 2027 and beyond

The *ICC Men's Cricket World Cup 2027* is a major milestone on our horizon. The Members' Council has played an active role in supporting preparations, including helping to ensure that hosting venues are ready and that Affiliates understand their role in delivering a world-class tournament. Beyond

the main venues, we are working to ensure that other provinces benefit from warm-up matches and team base camps. This will help spread the economic and developmental benefits of the tournament across the country. The tournament is not only an opportunity to showcase cricketing excellence, it is a chance to unite the country, reaffirm our capabilities and change the narrative about what CSA contributes to society and the economy.

Looking ahead

In the year ahead, our focus will remain on reinforcing good governance, deepening transformation and preparing for the legacy we want to leave after 2027. We are also exploring the establishment of a Cricket Foundation to support development and transformation programmes in a more structured and sustainable way.

At the same time, we want to strengthen our voice in shaping national discourse and be recognised for our broader value to South Africa's economy and social fabric.

Appreciation

I wish to thank all our Affiliates, Board members and CSA leadership for their hard work and dedication during the year. To our partners, including the Department of Sport, Arts and Culture and SASCOC, thank you for your ongoing support.

To the fans, players and match officials across the country, your energy and commitment inspire everything we do. To the staff at CSA, your efforts consistently drive our progress and ensure we remain focused on building a stronger and more inclusive future for cricket in South Africa.

Rihan Richards
President, CSA



PEARL MAPHOSHE
CHAIRPERSON, CSA



Message from the Chairperson

A game renewed

The 2024/2025 season has been a period of renewal and momentum for CSA. On the field, we witnessed the resurgence of our men's national team, the continued excellence of our women's teams and the rise of new talent from our development pipeline. These successes reflect the hard work of our players and coaches and the impact of a more stable and supportive system. Together, they point to a renewed sense of purpose across the cricketing landscape.

Strengthening governance and rebuilding credibility

Good governance is the foundation of any credible and resilient institution. For CSA, it is essential to restoring public trust, enabling long-term sustainability and delivering on our mandate to serve the game at every level. Strengthening governance has therefore remained a central focus of the Board throughout the year.

We remain committed to building on this foundation by focusing on our core responsibilities: setting strategy, approving and reviewing policies, monitoring delivery and ensuring that CSA reports transparently and accurately. We respect the distinction between governance and operations, empowering the executive team to lead while holding them accountable for results.

During the year, we conducted both formal and dipstick Board evaluations. These assessments informed a structured development plan to strengthen the Board's effectiveness. We also restructured key Board committees, including the appointment of a new Chairperson for the Social and Ethics Committee (SEC). The Chairperson's legal and environmental expertise has already added depth to our oversight of CSA's environmental, social and governance (ESG) agenda.

Where governance weaknesses were identified at Affiliate level, we responded decisively and in line with CSA's standards. Two unions were placed under administration following a clear and fair process. These interventions were not punitive, but necessary steps to uphold integrity and help the affected Affiliates return to stable, independent operations. Recovery support is ongoing, with the aim of restoring capable leadership and effective governance within those structures.

Advancing transformation and leadership

It has been a personal and professional honour to serve as CSA's first woman Chairperson. My leadership reflects a broader transformation underway across the organisation. Cricket has long been male dominated, especially at the Board level and this shift signals CSA's readiness for a more inclusive and forward-looking approach.

Transformation remains at the heart of our mission. We have seen progress, including a 30% increase in female participation over the past three years and our pipeline is beginning to reflect the diversity we seek. Still, we recognise that many South Africans want to see more visible and measurable change. We must continue expanding access and demonstrating that cricket belongs to everyone.

Tracking strategy and enhancing alignment

CSA's 2022 to 2027 strategy guides our priorities. The Board closely monitors progress and has seen encouraging improvements in performance, financial stability and leadership continuity. At the same time, we know that our environmental focus must deepen.

With support from the SEC, we are developing an environmental strategy that addresses water usage, emissions, waste management and energy sourcing. We are also reinforcing CSA's commitment to child protection and player wellbeing. All executives, coaches and Affiliates are now required to complete safeguarding training and our player support programmes now offer stronger psychosocial and career planning components.

Reputation, relationships and trust

CSA continues to improve its reputation with improved governance and sustained leadership stability. Trust is returning as a result of consistent delivery, stronger engagement and greater transparency. Stakeholder relations have improved, particularly through regular meetings with the Members' Council and monthly leadership discussions between the Board Chairperson, President and Vice President. These structures support alignment, inclusivity and more collaborative decision-making.

The support we receive from government, the cricketing community and our commercial partners is also a testament to our improved standing. Stakeholders are seeing evidence of progress and investing their confidence in our direction.

Preparing for 2027

The *ICC Men's Cricket World Cup 2027* represents an extraordinary opportunity to showcase the best of South African cricket. Preparations are already well underway. The newly appointed Local Organising Committee Board, made up of appropriately skilled leaders, reflects our commitment to excellence. This tournament must be more than a sporting event. We are focused on ensuring it leaves a meaningful legacy through infrastructure improvements, youth development, environmental accountability and shared national pride. The Board is providing active oversight to ensure that every decision made is grounded in good governance and long-term value.

Looking ahead

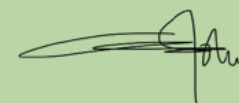
As we build on this progress, our priorities for the year ahead are clear. We will continue advancing transformation, refining our ESG strategy and strengthening financial sustainability. We will work closely with our partners to prepare for a successful *ICC Men's Cricket World Cup 2027* and extend the reach and relevance of cricket to more communities.

Acknowledgements

I would like to thank the CSA Board, the President, the Members' Council, our executive team, players, coaches, unions and administrators for their commitment and resilience. I also acknowledge the Department of Sport, Arts and Culture, the ICC and all our valued partners for their support and collaboration. Equally I wish to congratulate all our players, both national and domestic, for consistently showing up for the game. Also, I extend a heartfelt congratulations to our CEO Pholetsi Moseki for being recognised as the Sports Administrator of the Year at the South African Sport Awards for 2024.

CSA is evolving. We are building an organisation that is more accountable, more inclusive and more focused on creating long-term impact. With shared effort and vision, I believe cricket will continue to be one of South Africa's most unifying and inspiring forces.

Pearl Maphoshe
Chairperson, CSA



PHOLETSI MOSEKI
CEO



Message from the CEO

The 2024/2025 season was one of resilience and progress for Cricket South Africa. We operated in a challenging environment shaped by a congested international calendar, the rapid growth of global T20 leagues and ongoing pressures on financial sustainability. Despite this, CSA achieved a net profit of R238 million, supported by broadcast income, sponsorships and investment returns. Our financial position remains strong, with reserves of R1.42 billion and a cash and investment balance of R690 million, providing a stable foundation for the future.

On the field, the Proteas Men made history by winning the World Test Championship, while both the men's and women's teams reached ICC finals, reaffirming the depth of talent in South African cricket. Off the field, our staff, coaches, medical teams, Affiliates and thousands of volunteers ensured the game thrived in communities, underlining the people-first culture that defines CSA. Together, these achievements reflect the organisation's ability to balance financial stability with competitive excellence and long-term development of the game.

Strategy

We implemented CSA's reviewed strategy, anchored in three pillars: access, inclusivity and excellence. This framework guided our decisions and provided a clear direction for the organisation. Progress was evident across all areas. National teams competed strongly on the global stage, a performance that underscored the depth of South African talent and reinforced the value of sustained investment in high performance. At the same time, participation numbers rose as the game continued to recover from the setbacks of Covid and the vandalism of facilities, showing that our development pathways remain resilient. Partnerships such as the National Youth Service Programme extended this impact beyond the field, creating thousands of jobs and building practical skills in coaching and grounds management, thereby ensuring cricket contributes to national priorities. Complementing these efforts, the SA20 consolidated its role as a cornerstone of CSA's long-term model, strengthening revenues, broadening audiences and renewing interest in the domestic game. Together, these achievements demonstrate that our strategy is not only sound but actively shaping a stronger and more sustainable future for South African cricket.

Empowering our people

Our people are the heartbeat of CSA and I take pride in the way they embody the spirit of cricket. Employees see their work as a calling, supported by a strong sense of purpose. Staff surveys conducted during the year under review confirmed high levels of commitment, even during times of scrutiny and reform. Volunteers across the country continue to run schools, clubs and hubs, which reveals cricket lives in communities as much as in stadiums. To strengthen this foundation, CSA invested in staff development and high-performance programmes, including the Employee Wellness Programme and leadership training initiatives, which help ensure our people are equipped and supported to take the game forward.

Stakeholder engagement

We are grateful for the support and trust of our stakeholders, whose engagement ensures that CSA remains rooted in both community and country. Their contributions extend beyond cricket, helping us fly the national flag high on the global stage. Partnerships with government have been especially important, from visa facilitation and community mobilisation to ongoing collaboration with SASCOC. Foreign missions consistently support CSA, notably during the successful hosting of the World Test Championship tour, which showcased cricket's role as a tool of diplomacy and global engagement. Commercial partners strengthened their commitment, with new sponsorships signed during the year and long-term partners extending their support. Similarly, our affiliate structures provided vital feedback and energy at grassroots level, ensuring that community voices shaped CSA's decisions. These relationships are the foundation on which CSA will continue to build a game that inspires the nation, strengthens social cohesion and leaves a legacy well beyond the boundary.

Technology and innovation

Innovation has become central to CSA's operations. The use of sports science and data analytics continues to shape player performance, injury management and overall player wellbeing, supported by initiatives such as nutrition programmes and access to sports psychologists. Investments in digital platforms have improved how CSA engages with fans, partners and Affiliates, with record levels of online engagement and the rollout of digital ticketing and live-streaming of grassroots matches. Technology also underpins preparations for the *ICC Men's Cricket World Cup 2027*, from upgraded floodlights and smart stadium systems to sustainability solutions such as solar energy and water security projects. In parallel, CSA is strengthening the adoption of analytics dashboards to ensure decisions are informed by real-time insights and aligned with global best practice.



Environmental stewardship

Environmental stewardship is essential in cricket, a sport that relies heavily on water for pitch preparation and ground maintenance, and where the health and wellbeing of players, fans and staff depend on safe and sustainable facilities. Recognising this, we are embedding sustainability into our operations and working with our Affiliates to prepare venues for future demands.

In the year under review, our Affiliates invested in boreholes, solar installations and water-saving measures that benefit both cricket facilities and surrounding communities, while we provided guidance and support on best practice. These actions will reduce operating costs, safeguard venues against climate risks and strengthen cricket's long-term resilience. Looking ahead to the *ICC Men's Cricket World Cup 2027*, we are finalising a sustainability framework to ensure the tournament leaves a lasting environmental legacy. This includes greener stadium infrastructure, waste-reduction programmes and low-carbon travel options that will serve communities and the game long after the final ball is bowled.

Outlook

CSA enters the next chapter with renewed momentum and clarity of purpose. The past year has highlighted the resilience of our people and structures and the task now is to turn that stability into sustainable growth. Our focus is shifting from rebuilding to scaling impact, deepening grassroots initiatives, professionalising women's cricket and unlocking new commercial opportunities that will anchor the game's financial strength. Strengthened governance practices will remain central and ensure that CSA continues to operate with integrity and accountability.

The road to the *ICC Men's Cricket World Cup 2027* is a defining horizon. Beyond preparing world-class teams and facilities, CSA views the tournament as an opportunity to leave a broader legacy for the country, from sustainability projects at stadiums to inspiring young players in schools and hubs. Parallel investments in sports science, data analytics and digital platforms will help sharpen performance and enhance how CSA connects with fans in South Africa and abroad. This integrated approach ensures that cricket not only thrives on the field but continues to uplift communities and strengthen the national sporting identity.

Acknowledgements

I extend my sincere appreciation to CSA's employees, volunteers, coaches and administrators whose dedication keeps cricket alive in schools, clubs and hubs across South Africa. Your efforts supported successful initiatives that equip the next generation of players to compete at the highest levels.

I also thank the CSA Board, Members' Council, Players, Affiliates, ICC, commercial and broadcast partners, media and government stakeholders for their invaluable support. The cooperation of SASCOC, the Ministry and Department of Sport, Arts and Culture, the Portfolio Committee and various government departments has been instrumental in creating an enabling environment for the sport. Finally, to our players and fans – you are the heartbeat of the game, flying the national flag high and inspiring us to deliver a game that reflects the pride and spirit of South Africa.

I look forward to continuing this journey with you.

Pholetsi Moseki
Chief Executive Officer




CREATING SUSTAINABLE VALUE

SECTION CONTENT

Our operating context	20
Our strategy	22
Our material matters	24
Our value-creating business model	26
Risk management	28
Stakeholder engagement	29
Our contribution to the SDGs	33
Strategic outlook	34
Financial capital	35
Human and intellectual capital	43
Social and relationship capital	59
Manufactured capital	64
Natural capital	68

Our operating context

CSA operates in a complex and rapidly evolving environment. Economic pressures, stakeholder expectations, digital disruption, environmental concerns and the changing global cricket landscape all influence how we deliver value. Understanding and responding to these shifts is critical to sustaining cricket's relevance and accessibility, while positioning CSA for long-term growth. The following context areas shape our strategy and inform our key opportunities.

4



Economic pressures and shifting participation trends

South Africa’s economic challenges continue to affect household spending and corporate investment. High unemployment, income inequality and the rising cost of living constrain fans’ ability to attend matches and limit community-level participation. Ageing infrastructure and maintenance backlogs also disrupt operations and match-day experiences. Despite these challenges, CSA remains focused on expanding access, deepening participation and maintaining operational sustainability.

OPPORTUNITIES FOR CSA:

Strengthen grassroots development to reduce barriers to entry

Explore flexible pricing strategies to increase attendance and access

Build local partnerships to support cricket hubs in under-resourced areas

Use infrastructure upgrades to improve venue reliability and appeal

Transformation and social equity

Transformation remains central to cricket’s social contract in South Africa. CSA fulfils this mandate on and off the field by expanding access, representation and development pathways. Achieving this requires alignment with national imperatives and continued engagement with communities, players, administrators and government stakeholders.

OPPORTUNITIES FOR CSA:

Accelerate talent identification and support in historically disadvantaged communities

Strengthen implementation of Eminent Persons Group (EPG) targets and related accountability frameworks

Grow women's cricket through expanded domestic leagues and leadership pathways

Improve transformation dialogue and capacity building with member unions

Digital disruption and technology-driven engagement

Digital platforms are redefining how fans consume cricket and how organisations operate. Younger audiences increasingly engage through social media, short-form content and interactive platforms. CSA must keep pace with these expectations while also using technology to improve internal efficiency, player performance and data-led decision-making.

OPPORTUNITIES FOR CSA:

Expand CSA’s digital footprint across channels and devices to attract new fans

Introduce immersive fan experiences and gamified content during domestic and international matches

Use analytics to inform talent development and high-performance strategies

Digitally upskill employees, coaches and players to enable innovation across the cricket value chain

Climate change and environmental responsibility

As extreme weather events become more frequent, CSA and its Affiliates face operational disruptions, especially during outdoor events and tournaments. Loadshedding and water scarcity pose a risk to venue readiness and the reliability of fixtures. CSA has a role to play in promoting environmental responsibility across the cricket ecosystem and integrating sustainability into infrastructure and operations.

OPPORTUNITIES FOR CSA:

Invest in water-wise and energy-efficient stadium infrastructure

Adopt sustainable match-day practices including waste management and transport planning

Collaborate with government and commercial partners on climate-resilient facility upgrades

Use CSA events to raise environmental awareness and engage fans on sustainability

International competition and the growth of franchise cricket

Cricket's global landscape is shifting rapidly, with the rise of franchise leagues, changing revenue models and evolving performance benchmarks. CSA must remain competitive by retaining talent, innovating formats and strengthening its commercial model. The SA20 league is a critical lever for visibility and international collaboration.

OPPORTUNITIES FOR CSA:

Position SA20 as a world-class tournament that nurtures local talent while attracting global talent and commercial interest

Use international bilateral tours to grow the brand, improve fan experience and deepen player exposure

Strengthen pathways for local players to enter global cricket ecosystems



Strategic outlook

CSA's ability to adapt to an evolving operating environment will determine the long-term resilience of the sport. The organisation is enhancing its digital platforms to better engage younger and more diverse audiences, while expanding the use of data analytics to strengthen fan engagement, performance strategies and commercial decisions.

Climate resilience is being built into operations, with a growing focus on sustainable infrastructure and responsible resource use. Inclusive development pathways are being scaled to deepen transformation across playing, coaching and leadership levels.

The SA20 league continues to unlock commercial and reputational benefits, offering a platform for local talent and global exposure. Preparations for the *ICC Men's Cricket World Cup 2027* are aligning CSA's infrastructure, development and stakeholder strategies behind a shared national objective.

Stakeholder trust remains a top priority, with governance reforms and transparent communication helping to reinforce CSA's reputation. Innovation in cricket formats, school and club structures and fan experiences is expected to accelerate growth and broaden participation across all provinces.

Our strategy

CSA has in place a five-year strategy for the period 2022–2027. Through this strategy, the company aims to achieve the following.

Achieve targeted growth in participation to become the dominant sport in South Africa

Manage the pipeline across all areas

Enhance brand equity by creating world-class experiences across all formats

Digitally transform to deliver data-driven insight

5 YEAR

Become South Africa's most inclusive sport

Feature as a top 2/3 World Ranked Team across all three formats of the game

Increase revenue and reserves through new business model innovations



Strategic objectives are delivered through three pillars.

1

ACCESS

Increasing player, support and technical staff and participation, particularly focusing on women, as well as increasing the cricket fan base by growing the game’s market relevance

2

INCLUSIVITY

Deliberately growing our talent pool, fan base and partnerships by ensuring the sport is inclusive of all South Africans

3

EXCELLENCE

Competitive world-class (and domestic league) men’s and women’s national teams, supported by an organisation fuelled by and striving for being best-in-class

Roadmap focus areas

To successfully implement this strategy, we focus on the following key areas.

FOCUS AREA	APPROACH	KPIs
GOVERNANCE	Enhancing organisational practices and ensuring effective oversight	The Board is composed of a majority of independent directors. CSA’s governance framework prioritises independence, transparency and accountability. The Board works to actively manage stakeholder relationships and reputation.
STAKEHOLDER AND REPUTATION MANAGEMENT	Building and maintaining strong relationships and a positive reputation	We conduct a comprehensive stakeholder perceptions survey and rely on this mechanism to inform our policies, strategy and priority actions.
SPORTS ADMINISTRATION	Improving the efficiency and effectiveness of cricket administration	• Launch of the SA20 league • Enhancement of player development pathways • Successful hosting of ICC events Refer to page 22 and 50 of this report for more information.
COMMERCIAL SUSTAINABILITY	Developing innovative revenue streams and financial stability	We have implemented strategies that have led to increased revenue and improved financial stability. Refer to page 36 of this report for more information.
MARKETING AND CUSTOMER RELATIONSHIP MANAGEMENT	Strengthening brand presence and engaging with fans	Increased viewership; expanded fan engagement metrics; enhanced digital presence and interaction. Refer to page 22 and 65 of this report for more information.
INNOVATION	Leveraging new technologies and approaches to advance cricket	We are implementing a digital transformation strategy to advance the game and enhance performance. Refer to page 34 and 77 of this report for more information.

Our material matters

Material matters are the issues most likely to influence CSA's ability to create sustainable value over time. In 2024, CSA conducted an in-depth material matters determination process, drawing on peer benchmarking, internal and external stakeholder engagement and Executive Committee input. This process identified the factors that most significantly affect our performance, strategy, reputation and sustainability. The final set of material matters was reviewed and approved by the Board, ensuring strategic alignment and long-term relevance.

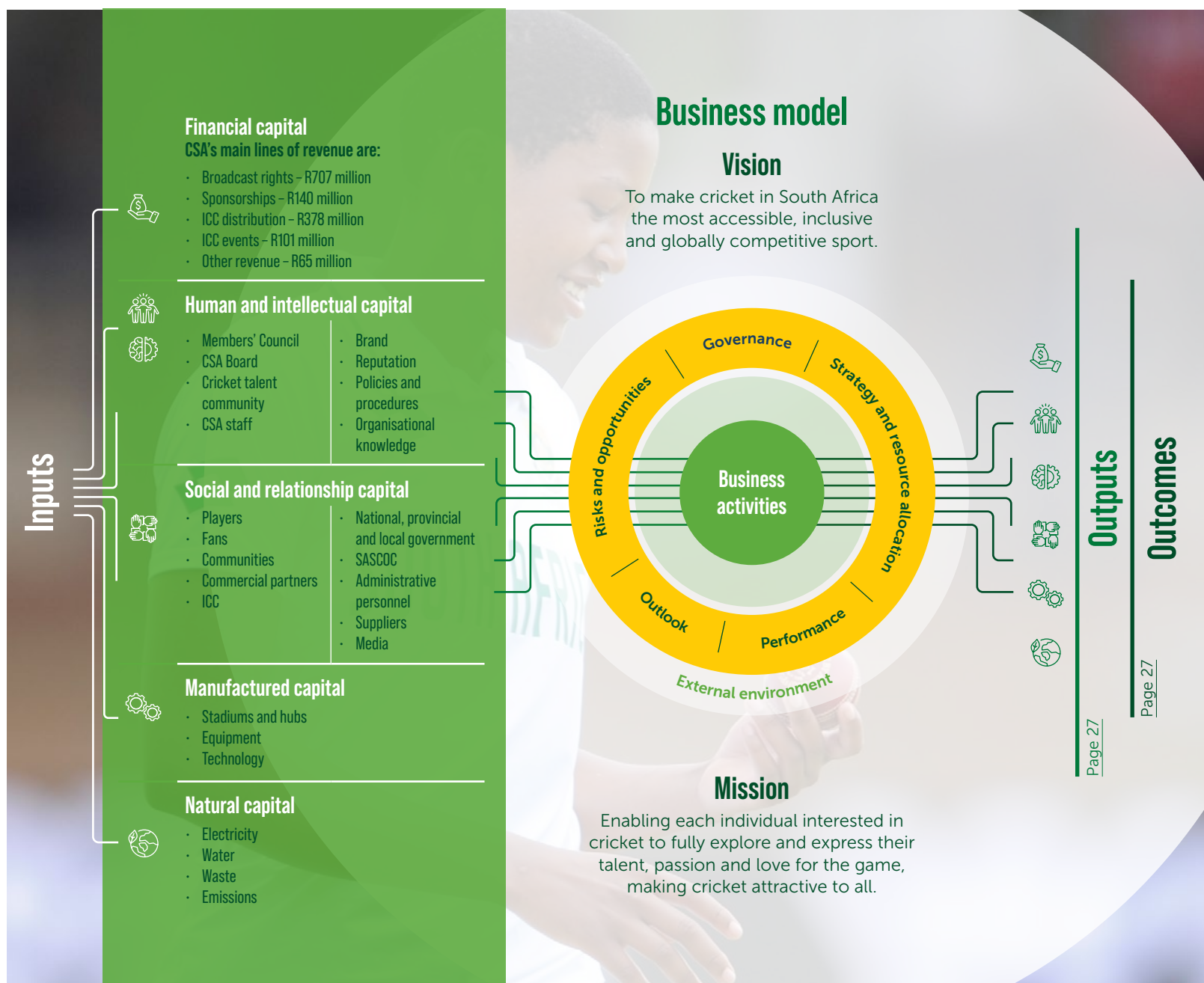
Our approach integrates the identification, assessment and prioritisation of material themes based on stakeholder concerns, risk exposure, operating context and opportunities for growth. We review these matters annually to maintain relevance in a dynamic environment.



MATERIAL MATTER	DESCRIPTION	HOW IT IS MANAGED
Maintaining and leveraging good stakeholder relations	Strong relationships with government, commercial partners, Affiliates and other stakeholders underpin CSA's ability to operate effectively and deliver impact. Trust, transparency and responsiveness are vital, particularly in the context of past governance challenges.	Building and sustaining strong, trust-based relationships with government, commercial partners, Affiliates and other key stakeholders is essential for CSA's effective operation and impact. Transparency, responsiveness and consistent engagement are critical to overcoming past governance challenges.
Brand and reputation	CSA's reputation is shaped by its conduct on and off the field. This includes performance, integrity, transformation, governance, credible leadership, ethical conduct and community impact. A strong brand attracts valuable commercial partners, drives fan engagement and sustains the game's relevance.	CSA's reputation reflects its conduct both on and off the field. Factors such as team performance, integrity, transformation efforts, governance standards, ethical leadership and community engagement shape public perception. A strong brand attracts valuable commercial partners, drives fan support and ensures cricket remains relevant nationally and globally.
Financial sustainability	CSA's financial health underpins our capacity to invest in development, infrastructure and performance. Long-term sustainability requires diversified revenue, disciplined cost management and financial planning.	Robust financial health underpins CSA's ability to invest in development, infrastructure and competitive performance. This requires diversified revenue streams, prudent cost management, sound financial planning and effective oversight to ensure long-term viability.
Talent identification, development and retention	Sustaining competitive performance and organisational excellence requires continuous investment in human capital. This includes players, coaches, administrators and future leaders.	Sustaining excellence in cricket depends on continuous investment in human capital, including players, coaches and administrators. Developing talent pipelines, leadership capacity and equitable recruitment practices ensures CSA can meet current and future performance demands.
Winning teams	CSA's success is ultimately judged by performance on the field. Winning, representative teams that perform consistently across all formats build pride, drive engagement and strengthen the sport.	Performance success on the field is the ultimate measure of CSA's impact. Consistent winning across all formats builds pride, engages supporters and strengthens the sport's profile. Investment in player development, high-performance programmes and competitive opportunities supports this goal.
Transformation	Transformation is a national imperative and a key driver of legitimacy, growth and competitiveness. CSA's transformation efforts focus on access, inclusion and excellence across all spheres.	Transformation is a national priority and key to CSA's legitimacy, growth and competitiveness. Efforts focus on increasing access and promoting inclusion and excellence across all levels of the sport to reflect South Africa's diverse society.
Governance and accountability	Good governance reinforces credibility and enables consistent decision-making, oversight and risk management. A strong governance framework also supports stakeholder confidence and long-term sustainability.	Strong governance structures ensure credible, consistent decision-making, oversight and risk management. This builds stakeholder confidence and supports CSA's long-term sustainability and ethical standards.
Global shifts in the sector	CSA operates within a fast-changing global cricket environment marked by the growth of franchise leagues, evolving formats and shifting commercial models. Remaining globally competitive is essential.	Cricket operates in a dynamic global environment characterised by evolving formats, commercial models and increasing franchise league prominence. CSA must adapt and innovate to maintain competitiveness and relevance internationally.
Geopolitical and macro-economic conditions	Broader socioeconomic challenges, including high inflation, energy constraints and declining consumer spend, influence CSA's ability to attract new fans, secure investment and deliver events.	Broader socioeconomic factors, including inflation, energy challenges and consumer spending trends, influence CSA's ability to attract new fans, secure investment and deliver events. Effective risk management and collaboration are required to navigate these external pressures.

Our value-creating business model

CSA's value-creating model demonstrates how we transform key inputs into outputs and outcomes across our six capitals. This model reflects our integrated thinking and manner in which we deliver societal, sporting and financial value in line with our strategy and purpose.



Outputs



Financial capital

- Investments to develop cricket in South Africa
- Human capital development and upskilling
- Members' payments (stadium operators)
- Maintaining sound financial management



Human and intellectual capital

- KFC Mini-Cricket programme: Implemented in all nine provinces, reaching 4 652 schools and 119 926 players across all 52 districts in South Africa
- Transformation strategy
- National Youth Service Programme participation: 3 000 beneficiaries
- Child Protection and Safeguarding Policy
- Elite Coach Development Programme: 652 coaches qualified with CSA High Performance Level I Certificate
- Dedicated women's cricket platform
- Dedicated domestic cricket channel
- Increased outputs on social media: 4.1 million Facebook followers; 4.6 million video views
- Online personal development plans (PDPs): 25 employees participated in Leadership Development Programme
- Internship programme successfully implemented



Social and relationship capital

- Strengthened stakeholder trust through proactive engagement with fans, government, sponsors and Affiliates
- Continued collaboration with commercial partners and delivery of shared-value initiatives
- Successful community outreach through flagship initiatives such as KFC Mini-Cricket and Pink One-Day International (ODI)
- Hospitality events and match-day experiences used to deepen relationships with key stakeholders
- Improved media and fan sentiment and increased public visibility across platforms
- Ongoing partnership with government and regulatory bodies to promote transformation and grassroots access
- Enhanced reputation management through consistent, transparent communication
- Consolidation of the stakeholder engagement function to improve coordination and responsiveness



Manufactured capital

Outputs by cricket unions:

- Hosting domestic and international events
- Training facilities
- Stadium upgrades



Natural capital

Outputs by cricket unions:

- Installed generators and secured municipal support to mitigate the impact of loadshedding on match scheduling and operations
- Conducted feasibility study on solar energy solutions to support long-term energy resilience
- Implemented water-saving interventions, including boreholes, water catchment systems and smart irrigation practices at key facilities
- Promoted responsible resource use across stadiums and training hubs
- Reinforced CSA's commitment to environmental sustainability and operational continuity

Outcomes

Financial capital

- Custodianship of cricket in South Africa
- Human capital (on- and off-field) empowered to pursue excellence
- Sustainable CSA and ongoing cricket development benefiting the country

Human capital and Intellectual capital

- A game that is safe, inclusive and accessible for all
- Strengthened technical and leadership capacity across the organisation through targeted development programmes
- A more inclusive and transformed workforce that reflects South Africa's diversity
- Improved employee engagement, wellbeing and performance through wellness and recognition initiatives
- A growing pipeline of skilled players, coaches and administrators supported by structured development pathways
- Enhanced organisational knowledge and systems contributing to improved decision-making and operational efficiency
- CSA staff and coaches serving as positive brand ambassadors, reinforcing CSA's values and reputation

Social and relationship capital

- Strengthened stakeholder trust through meaningful engagement and transparent communication
- Smooth delivery of events, reinforcing CSA's reputation and brand visibility
- Inclusive decision-making supported by input from diverse stakeholder groups
- Expanded cricket pipeline through sustained community participation and outreach
- Enhanced social impact through collaborative partnerships and shared-value initiatives

Manufactured capital

- Improved spectator safety
- Positive brand experience through well-maintained stadiums
- Investor potential strengthened by regulatory compliant cricket community

Natural capital

- Improved operational continuity due to reduced disruptions from loadshedding and water shortages
- Enhanced environmental sustainability and reduced reliance on municipal resources
- Lower operational risk linked to energy and water insecurity
- Strengthened CSA's reputation as a responsible and resource-conscious sports body
- Uninterrupted player development and match hosting through improved infrastructure resilience
- Enhanced social cohesion by maintaining access to cricket activities despite environmental constraints

Risk management

CSA applies a disciplined approach to risk management to ensure that potential threats and opportunities are identified, assessed and addressed in a structured manner. Our enterprise risk management (ERM) framework is aligned with the 2022–2027 strategy and supports informed decision-making across all functions. It integrates risk governance, oversight and accountability to safeguard CSA's financial sustainability, operational effectiveness and stakeholder confidence. The following diagram illustrates how this framework is applied to manage strategic, operational, financial and governance-related risks.

Risk categories

CSA classifies key risks into five categories to guide enterprise-wide oversight and decision-making. These categories reflect the broad areas where uncertainty may affect the organisation's ability to deliver its strategic objectives and create value over time.

CATEGORY	DESCRIPTION
Strategic	Risks and opportunities that may influence CSA's ability to achieve its strategic objectives, including shifts in the external environment, stakeholder expectations or industry dynamics. These risks are closely linked to value creation and long-term positioning.
Operational	Risks related to the effectiveness, efficiency and reliability of processes, resources and service delivery. This includes disruptions to cricket operations, infrastructure, supply chain and internal capacity that may affect the execution of plans.
Financial	Risks that may compromise CSA's financial sustainability, liquidity or profitability. These include changes in revenue streams, cost pressures, investment decisions and exposure to economic volatility.
Governance	The executive management team prioritises material matters based on their significance. These are then reviewed by the Board for final approval.
IT and continuity	Risks related to information security, digital transformation, data protection and the continuity of IT systems critical to operations, performance tracking and stakeholder engagement. This includes cyber risk and system failure.

Risk register

CSA's risk register provides a consolidated view of the top strategic and operational risks that could affect the organisation's ability to deliver on its objectives. These risks are reviewed regularly through structured oversight mechanisms to ensure timely response and resilience. Each risk is assessed in terms of its likelihood and potential impact, with clear mitigation strategies, responsible parties and progress indicators. This register supports informed decision-making and enables CSA to proactively navigate uncertainty while maintaining alignment with its long-term strategic priorities.

Integrative strategy: Collaborating for success

The success of CSA depends on strong integration and collaboration across all business units. Lack of integration can weaken strategies, reduce efficiencies and create missed opportunities. To mitigate these risks and position CSA for sustained success, departments are implementing a coordinated approach.

MATERIAL MATTER	DESCRIPTION
MARKETING	Design and execute campaigns that showcase the Proteas brand and performance to attract sponsors. Leverage high-profile fixtures, influencer collaborations and tailored sponsorship proposals to maximise exposure and value.
MEDIA	Shape a consistent, positive public image through proactive engagement with media outlets. Implement a crisis communication plan to address negative publicity promptly, particularly relating to Affiliate Members.
GOVERNANCE	Maintain strong oversight of Affiliates, ensuring compliance, accountability and ethical conduct to safeguard CSA's reputation and protect sponsorship value.
PROTEAS TEAM	Sustain high performance levels, as team success directly enhances sponsorship appeal.
COMMERCIAL AND STAKEHOLDER MANAGEMENT	Build and maintain long-term partnerships through targeted sponsorship packages, exclusive events and customised proposals that align with partner objectives.

Stakeholder engagement

Cricket holds a unique position in South African society as a platform for connection, social cohesion, expression and opportunity. At CSA, we understand that the success of the game relies on the strength of our relationships with those who support, govern, play, promote and invest in it. These relationships are central to our purpose and integral to delivering on our mandate.

We adopt an integrated and inclusive approach to stakeholder engagement, ensuring our actions are informed by dialogue, mutual respect and a shared commitment to the future of cricket. This approach allows us to navigate a complex operating environment while remaining accountable and responsive to evolving expectations.

CSA stakeholder universe

Our stakeholder universe encompasses a broad and interconnected set of groups. These include internal stakeholders and external stakeholders. Each group plays a vital role in enabling CSA to grow the game and deliver lasting value.





Building trust with our stakeholders

Trust is the foundation of CSA's ability to lead, transform and grow the game of cricket in South Africa. Our approach to stakeholder engagement is grounded in ethical leadership, responsive communication and a deep commitment to shared value. We are guided by the following principles:

1

LEADERSHIP AND GOVERNANCE

CSA upholds strong corporate governance, underpinned by ethical behaviour, financial responsibility and a long-term vision. Our leadership supports accessibility, champions transformation and ensures accountability across all operations. Investing in high-performance infrastructure and entrenching diversity are essential to building a cricket system that earns stakeholder confidence and drives inclusive growth.

2

STAKEHOLDER CENTRICITY

CSA maintains strong, transparent relationships with all stakeholders. We aim to engage proactively and fairly, recognising that regular dialogue and responsiveness are key to building trust. A stakeholder-centric approach strengthens legitimacy, enhances governance outcomes and ensures decisions are grounded in the interests of the broader cricket ecosystem.

3

EMPLOYEE FOCUS

Our people are vital to the performance and sustainability of CSA. Attracting, retaining and developing talent remains a key priority, alongside promoting wellbeing and inclusion. We value the unique expertise of our employees and understand that a supported, empowered workforce enhances our ability to deliver results and uphold stakeholder trust.

STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	FOCUS AREAS IN 2024/2025
AFFILIATES Administer amateur and senior provincial cricket in their respective regions	- Ethical governance and consistent performance from national teams - Direct access to senior management and transparent communication - Stronger financial performance and increased sponsorship	- Biannual Chief Executives Committee meetings chaired by the CEO of CSA - Collaboration on special projects to advance South African cricket - Regular engagements with CSA management	Strengthening support structures, diversifying revenue and growing cricket across regions
PLAYERS Current professional and amateur players, including Proteas and professional domestic cricket players across South Africa	- Fair, transparent selection processes - Fair remuneration - Stronger development pathways and union support for career growth - Greater investment in women's cricket	- Direct communication with the Director of National Teams and High Performance - Training camps, mental health support, career development programmes - Annual cricket services roadshows to Affiliates - Regular meetings with the South African Cricketers' Association	Enhancing performance frameworks, mental health support and athlete pathways
FANS Current fans who have purchased match tickets over time	- Clear vision and accountability from CSA - Transparency in player selection and improved team performance - More inclusive broadcasting and support for women's cricket	- Targeted emails and digital newsletters - Active fan surveys and social media campaigns - Match-day experiences and focus groups	Improving fan experience, feedback loops and visibility of women's cricket
CRICKET COMMUNITIES Volunteers and local community leaders: Individuals who actively contribute their time and efforts to support cricket activities within their communities Mini-Cricket teachers and coaches: Educators and coaches involved with Mini-Cricket schools, playing a crucial role in developing young cricket talent Local schools: Schools affiliated with local cricket associations, contributing to grassroots cricket development Clubs: Cricket clubs, including designated roles such as scorers, umpires and some university-affiliated teams, form the backbone of community cricket Hub participants: Individuals associated with relevant cricket hubs, supporting the broader network of cricket development	- Promotion of cricket in underserved areas - Access to safe and well-maintained local facilities - Funding and resources for grassroots development and clubs	- Community cricket festivals and club support - Coaching clinics and mentorship - Facility upgrades and knowledge-sharing sessions	Investing in local infrastructure and multiplying grassroots impact

STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	FOCUS AREAS IN 2024/2025
EMPLOYEES CSA employees	- Fair and diverse leadership at senior levels - Transparent decision-making and regular updates - Support for staff wellbeing and growth opportunities	- Townhall dialogues and WhatsApp updates - Engagement surveys and internal development sessions - Structured wellbeing and growth programmes	Driving employee development, retention and leadership diversity
COMMERCIAL PARTNERS Businesses and organisations providing financial and material support to CSA	- Transparent performance reporting and governance - Greater visibility of return on investment - Strong leadership and communication across all levels	- Partner forums and one-on-one engagements - Match-day hospitality experiences - Collaborative opportunities and feedback loops	Strengthening partnerships, showcasing return on investment, and unlocking commercial value
GOVERNMENT Provincial Chief Directors and senior officials within the Department of Sport, Arts and Culture at national and provincial levels	- Inclusive and transformative cricket development, especially at grassroots level - Stronger disability cricket programmes and facility improvement in disadvantaged areas - Ethical and responsible governance	- Strategic meetings and formal correspondence - Collaborative initiatives and stakeholder sessions - Match-day hospitality experience	Securing support for infrastructure and development programmes while maintaining compliance and trust
MEDIA Journalists from print, electronic and broadcast media across national and local geographies	- Greater transparency and timely access to CSA leadership - Equitable access to major cricket matches - Continued grassroots development and sponsorship updates	- Press conferences and regular media statements - One-on-one interviews and roundtables with Executive Committee - CSA newsletter - CSA media WhatsApp group and mailing list	Enhancing media partnerships, driving positive coverage and strengthening CSA's public voice

Our contribution to the SDGs

The United Nations Sustainable Development Goals (SDGs) provide a global blueprint for achieving a better and more sustainable future by 2030. These 17 interconnected goals address the world's most pressing challenges, including poverty, inequality, health, education, climate change and justice. As the national custodian of cricket, CSA recognises the role of sport in advancing social and economic development. Through our core activities, stakeholder partnerships and community programmes, we actively contribute to the SDGs by promoting inclusion, youth development, ethical governance and environmental responsibility. The following table outlines how CSA's work aligns with key SDGs, supported by tangible initiatives that amplify our positive impact.

CSA alignment with the Sustainable Development Goals (SDGs)

SDG	HOW WE CONTRIBUTE THROUGH OUR CORE BUSINESS	EXAMPLES OF CSA INITIATIVES
SDG 3: GOOD HEALTH AND WELL-BEING	 CSA facilitates nationwide access to cricket as a platform for physical wellbeing, social connection and mental health. We promote active lifestyles by embedding sport into schools and communities.	KFC Mini-Cricket, Mass Participation Programme, Pink ODI
SDG 4: QUALITY EDUCATION	 We provide structured learning and development opportunities for players, coaches and administrators. Our talent pipeline is supported through high-performance training, mentoring and leadership development.	Talent Acceleration Programme, Elite Coach Development, PDPs and internship programmes
SDG 5: GENDER EQUALITY	 CSA drives transformation in cricket by expanding access for women and girls, professionalising the women's game and supporting female leadership across the cricket value chain.	Professional Women's League, investment in women's cricket platforms
SDG 8: DECENT WORK AND ECONOMIC GROWTH	 We contribute to job creation and economic activity through the cricket ecosystem – including events, infrastructure, coaching, operations and youth employment initiatives.	National Youth Service Programme, local stadium operations, event hosting
SDG 10: REDUCED INEQUALITIES	 CSA works to eliminate systemic barriers by expanding grassroots cricket in under-resourced communities, ensuring diverse talent is nurtured and equitably supported.	Mini-Cricket in rural areas, transformation strategy, pipeline development
SDG 13: CLIMATE ACTION	 We are embedding climate resilience into cricket operations, investing in water-saving technologies, exploring renewable energy options and reducing our environmental footprint.	Water-saving initiatives, boreholes, solar feasibility study
SDG 16: PEACE, JUSTICE AND STRONG INSTITUTIONS	 CSA upholds transparent governance, independent oversight and inclusive stakeholder engagement to ensure that cricket is governed ethically and responsibly.	Child Protection and Safeguarding Policy, Board independence, stakeholder consultation
SDG 17: PARTNERSHIPS FOR THE GOALS	 We work collaboratively with government, global sports bodies and commercial partners to extend the developmental reach and sustainability of cricket in South Africa.	Partnerships with ICC, Department of Sport, Arts and Culture, SASCO and sponsors

Strategic outlook

CSA enters the 2025/2026 period with a renewed sense of purpose, supported by a stable governance structure, improving financial performance and a clear strategic direction. As we continue implementing our 2022–2027 strategy, we remain focused on building a globally competitive cricket ecosystem that is inclusive, accessible and sustainable.

Our key priorities for the year ahead include strengthening cricket development across all levels, implementing sustainability measures to safeguard the cricket ecosystem, investing in high-performance systems and enhancing the visibility and commercial value of the game. The consistent growth of the Betway SA20 league, expansion of women's cricket and rollout of the Hollywoodbets Professional Domestic Women's League will remain central to our diversification and transformation agenda.

Digital transformation and data-driven decision-making are being embedded across operations, from athlete development and fan engagement to risk management and financial sustainability. As part of our digital shift, we are exploring new platforms and partnerships to deepen engagement with emerging audiences and create value for commercial partners.

CSA also remains committed to strengthening its environmental stewardship. As part of our climate resilience focus, we are advancing infrastructure adaptations across facilities, including alternative energy, water-saving interventions and smart resource use to safeguard operations from loadshedding and environmental shocks. With the *ICC Men's Cricket World Cup 2027* on the horizon, preparations are intensifying. This presents not only a major opportunity to showcase South Africa's cricketing and hosting capabilities but also an opportunity to leave a meaningful legacy through infrastructure investment, community involvement and national unity.

Looking ahead, CSA will continue working closely with our stakeholders, including government, sponsors, international partners and the broader cricket community, to ensure our progress is inclusive and impactful. Through transparency, accountability and strategic execution, we are building a future where cricket thrives in every corner of South Africa.

Financial capital



WHAT FINANCIAL CAPITAL MEANS TO CSA

Financial capital refers to the funds available to CSA to support operations and growth. These funds are generated from revenue streams such as broadcast rights, sponsorships and ICC distributions.

HOW FINANCIAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Financial capital enables CSA to deliver on its strategy by providing the resources needed to implement key initiatives and pursue long-term goals. Strong financial health allows CSA to invest in modern facilities, strengthen high-performance programmes and attract and retain top talent.

Highlights

Strong net reserve
position of
R1.4 billion

Cash and
investments
of **R690
million**

Generated revenue of
R1.4 billion,
notably from broadcast
rights and ICC
distributions

Generated
R64 million
in investment income
from the portfolio

Achieved
a net profit of
R238 million

Commenced
infrastructure
upgrade
investments
for the *ICC Men's
Cricket World Cup
2027*

Achieved

strong returns from
the investment
in Africa Cricket
Development (SA20
league)

Achieved strong returns

from the investment
in Africa Cricket
Development (SA20
league)

Engaged all Members
and stakeholders
regarding the **financial
sustainability** of
cricket in South Africa

TJAART VAN DER WALT
CFO



CFO's review

I am pleased to present another strong financial performance for the year ending April 2025. CSA delivered revenue of R1.4 billion and net profit of R238 million, continuing the momentum of recent years and confirming the organisation's financial resilience.

Our results follow a four-year cycle and depend heavily on the international tour calendar, specifically relating to broadcast fees for inbound tours. This pattern means that year-on-year comparisons can be misleading. With 2025 being the third year in the current four-year cycle, the result of the past year has ensured that CSA has a solid foundation going into the next four-year cycle at the end of 2026.

Financial performance

Revenue

CSA generated total revenue of R1.4 billion, driven by broadcast fees from inbound international tours, ICC distributions and gross prize money received for both the men and women Proteas teams reaching the finals of their respective T20 World Cups. In addition, new sponsorship agreements were secured during the year. The majority of CSA's revenue is denominated in US dollar (USD), which makes exchange rate movements a significant factor in overall results. The relatively weaker ZAR/USD exchange rate, which averaged R18.25 for the year, provided a material boost to reported revenue.

CSA's main revenue lines during the year were as follows:

ICC DISTRIBUTION

As a full member of the ICC, CSA receives financial distributions based on a shared model. For the financial year, CSA received R378 million in distributions.

BROADCAST RIGHTS

Broadcasting revenue was generated from both domestic and international sources. Domestically, this came from pay TV (SuperSport) and free-to-air television (SABC). Internationally, agents manage the sale of broadcast rights, with income received in foreign currencies, primarily USD. In the year under review, CSA earned R707 million from broadcast rights.

SPONSORSHIPS

Sponsorship revenue was derived from team and event sponsors, official suppliers and programme-specific agreements, supported by contributions from broadcasters. During the financial year, the title sponsorship for the Proteas teams in the 50-over format was secured, with other sponsorship agreements at advanced stages of finalisation. In total, sponsorship revenue of R125 million was earned in 2025.

Expenses

Total expenses amounted to R1.3 billion, with 88% related to cricket-specific activities. These included support for national teams, professional and domestic competitions and investment in amateur and grassroots development.

Other contributors to profit

Net profit of R238 million was further positively impacted by investment income, foreign exchange gains and CSA's share of profit from Africa Cricket Development (SA20).

Financial position and sustainability

CSA closed the year with a cash and investment balance of R690 million and a net reserve position of R1.4 billion, reflecting a strong balance sheet. The lower cash balances compared to the prior year have been impacted by the agreed timing of broadcast fee receipts from the Indian tour during November 2024, with the bulk of these inflows to be realised in the 2026 financial year.

The solid reserve position highlights CSA's ability to manage timing differences in cash flows while continuing to fund operational and strategic priorities. These reserves also provide the capacity to support future investments, including the infrastructure upgrades required in preparation for hosting the ICC Men's Cricket World Cup 2027.

During the year, CSA engaged extensively with stakeholders to strengthen the long-term financial sustainability of CSA and its Affiliates. Key initiatives were agreed, including the development of alternative revenue streams, enhanced cost efficiencies and a revised domestic cricket structure. These initiatives will be implemented during the 2026 financial year to reinforce sustainability across the cricket ecosystem.

Outlook

Looking ahead, 2026 is expected to be a loss-making year as a result of a limited inbound tour calendar and the resulting impact on broadcast revenue. However, sponsorship income is expected to grow, supported by new partnerships across CSA's sponsorship categories.

CSA's investment focus will remain firmly on cricket development and preparations for the ICC Men's Cricket World Cup 2027, particularly in relation to stadium infrastructure upgrades. Although 2026 is expected to show a loss, the full four-year cycle from 2023 to 2026 will still end with a strong overall result, confirming a solid financial performance across the period.

With this foundation in place, we look forward to an exciting year ahead as we build towards the ICC Men's Cricket World Cup 2027 and the opportunities it presents for South African cricket.

Tjaart van der Walt
CFO




Our commercial strategy

CSA’s commercial strategy centres on advancing growth and sustainability through key objectives aimed at increasing revenue and brand visibility. The strategy involves maximising sponsorship assets, optimising broadcast deals, exploring new revenue opportunities and retaining commercial partners.

OBJECTIVES

MAXIMISING ALL AVAILABLE SPONSORSHIP ASSETS	Sponsorships are a key component of our commercial programme. We identify and leverage sponsorship opportunities throughout the pipeline – from KFC Mini-Cricket to domestic and international men’s and women’s cricket.
GENERATING OPTIMAL REVENUE FROM BROADCAST DEALS	CSA offers a global product that is, apart from in South Africa, made accessible via broadcast agreements across India and the subcontinent, Australia, New Zealand, the United Kingdom, the United States of America, the Caribbean and other markets. The company can generate optimal revenue from its local and international broadcast partners.
IDENTIFYING AND PURSUING NEW REVENUE STREAMS	New revenue opportunities are emerging across the world with digital innovation providing platforms to access new markets and digital interest-based communities. These platforms open new possibilities for revenue generation through gaming, Web3 blockchain technology and digital collectables, creating new virtual experiences for cricket enthusiasts, as well as growing the investment in cricket.
RETAINING EXISTING COMMERCIAL PARTNERS	Retaining commercial partners is crucial for long-term sustainability and growth. CSA focuses on building productive and enduring relationships while adapting to changes in the sporting landscape and consistently delivering value to commercial partners.

Our funding and operational model

CSA’s commercial strategy is complemented by a comprehensive operational model designed to address all aspects of cricket structures within South Africa. This model goes beyond traditional funding concerns to guide the allocation and application of resources in a way that supports CSA’s strategies and goals effectively.



OBJECTIVES OF THE OPERATING MODEL

- Adopting best practices: Integrates industry-leading practices for improved performance
- Standardisation and alignment: Unifies processes and systems across all cricket levels
- Sustainability and growth: Ensures all practices support long-term growth and stability



GUIDING PRINCIPLES

- Sustainability and growth
- Focused and effective spending
- Rightsizing and alignment

CSA’s operational model outlines the funding and management strategies for amateur and provincial cricket. The model employs activity-based funding, which allocates resources based on operational activities and structures as guided by the Presidential Plan. This approach uses the previous year’s activities as a baseline, with adjustments for growth projections. Funding is distributed through 14 payments annually, with the last two payments (P13 and P14) being achievement-based rather than time-based.

PERIODS

1 TO 2

MONTHLY PAYMENTS THROUGHOUT THE YEAR

P13	Achievement-based payment contingent upon completion of administrative requirements such as confirming league fixtures and verifying facilities and capacity
P14	Paid after the season concludes, contingent upon receipt and assessment of all necessary reports and documentation by CSA

Financial sustainability

CSA's sustainability project aims to realign the organisation's cost structure to a more sustainable level while diversifying revenue streams to support the long-term viability of the revenue model. The framework focuses on several key areas.

Commercial revenues and new revenue streams	Enhancing commercial income and exploring new sources of revenue
Domestic cricket structure and costs	Optimising the costs associated with the domestic cricket structure
Cost of support services	Managing and reducing expenses related to support services
Members funding	Reviewing funding provided to Members for cricket development to ensure strategic objectives are met
Stadium infrastructure	Upgrading infrastructure with a particular focus on preparations for the ICC Men's Cricket World Cup 2027

Financial model

CSA's strategic financial model is designed to fund and manage amateur and senior provincial cricket. This model builds on historical management practices, operational structures and the Presidential Plan of CSA. Members receive 14 annual payments to meet their cash requirements, divided into three periods.

PERIOD	DESCRIPTION
Periods 1 to 12	Paid monthly to Members
Period 13	Paid after league fixtures, facilities, programmes and structures are confirmed
Period 14	Paid after the cricket season has ended and once all reports have been received and evaluated. The amount could be partially paid or forfeited based on the results of this evaluation

Summary consolidated financial statements

prepared from the audited annual financial statements of Cricket South Africa NPC for the year ended 30 April 2025

The summary consolidated financial statements of Cricket South Africa NPC, which comprise the summary consolidated statement of financial position as at 30 April 2025, the summary consolidated statements of profit or loss and other comprehensive income, changes in equity and cash flows for the year then ended, and related notes, are derived from the audited consolidated financial statements of Cricket South Africa NPC for the year ended 30 April 2025.

In our opinion, the accompanying summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements, in accordance with the basis described in Note 2 and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

Summary consolidated financial statements

The summary consolidated financial statements do not contain all the disclosures required by IFRS Accounting Standards and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary consolidated financial statements and the auditor's report thereon, therefore, is not a substitute for reading the audited consolidated financial statements and the auditor's report thereon.

The audited consolidated financial statements and our report thereon

We expressed an unmodified audit opinion on the audited consolidated financial statements in our report dated 1 September 2025.

Director's responsibility for the summary consolidated financial statements

The directors are responsible for the preparation of the summary consolidated financial statements in accordance with the basis described in Note 2 and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

Auditor's responsibility

Our responsibility is to express an opinion on whether the summary consolidated financial statements are consistent, in all material respects, with the audited consolidated financial statements based on our procedures, which were conducted in accordance with International Standard on Auditing (ISA) 810 (Revised), Engagements to Report on Summary Financial Statements.

PricewaterhouseCoopers Inc.

Director: S Murugen
Registered Auditor
Johannesburg

Date: 1 September 2025

Summary consolidated financial statements prepared from the audited annual financial statements of Cricket South Africa NPC for the year ended 30 April 2025

SUMMARY CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

	Group	
	2025 R'000	2024 R'000
Revenue	1 391 360	1 888 455
Amateur cricket	30 304	26 587
Professional cricket	1 361 056	1 861 868
Expenses	(1 298 674)	(1 158 812)
Central cost	(155 121)	(137 677)
Amateur cricket	(280 249)	(214 682)
Professional cricket	(682 940)	(633 569)
National women and men teams	(180 364)	(172 884)
Investment income	95 227	33 743
Net foreign exchange gains	29 226	27 669
Fair value adjustments	3 391	32
Share of loss from Associate	–	(1 939)
Share of profit from joint venture	49 594	54 312
Modification loss from loans to Members	(32 146)	–
Impairment of investment in Associate	–	(28 604)
Profit before taxation	237 978	814 856
Taxation expense	–	–
Profit for the year	237 978	814 856
Other comprehensive income	–	–
COMPREHENSIVE PROFIT FOR THE YEAR	237 978	814 856

Summary consolidated financial statements

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2025

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION	Group	
	2025 R'000	Restated* 2024 R'000
ASSETS		
Non-current assets	535 619	299 144
Current assets excluding cash and cash equivalents*	980 322	564 876
Cash and cash equivalents	144 980	542 166
TOTAL ASSETS	1 660 921	1 406 186
EQUITY AND LIABILITIES RESERVES		
Retained earnings	1 421 240	1 183 262
LIABILITIES		
Non-current liabilities	9 082	–
Current liabilities*	230 600	222 924
TOTAL EQUITY AND LIABILITIES	1 660 921	1 406 186

*The comparative amounts have been restated.

SUMMARY CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	Group
	Retained earnings R'000
Balance at 30 April 2023	368 406
Total comprehensive profit for the year	814 856
Balance at 30 April 2024	1 183 262
Total comprehensive profit for the year	237 978
Balance at 30 April 2025	1 421 240

Summary consolidated financial statements

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2025

SUMMARY CONSOLIDATED STATEMENT OF CASH FLOWS	Group	
	2025 R'000	Restated* 2024 R'000
Profit before taxation	237 978	814 856
Non-cash adjustments to reconcile net profit to net cash flows	(146 508)	(57 342)
Working capital movements*	(419 722)	28 343
Investment income from cash and cash equivalents*	23 913	21 387
Net cash flow from operating activities	(304 339)	807 244
Net cash outflow from investing activities	(92 846)	(417 033)
Net (decrease)/increase in cash and cash equivalents	(397 186)	390 211
Cash and cash equivalents at the beginning of the year	542 166	151 955
CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR*	144 980	542 166

*The comparative amounts have been restated.

Notes to summary consolidated financial statements

1. Nature of business and operations

The main business of Cricket South Africa NPC (the "company") is custodianship of all cricket activities, which ultimately advance amateur and professional cricket in South Africa.

2. Basis of preparation

Summary financial statements

The summary financial statements are prepared in accordance with the requirements of the Companies Act applicable to summary financial statements. The Companies Act requires summary financial statement reports to be prepared in accordance with the framework concepts and the measurement and recognition requirements of IFRS Accounting Standards and the SAICA Financial Reporting Guides as issued by the Accounting Practices Committee and Financial Pronouncements as issued by the Financial Reporting Standards Council and to also, as a minimum, contain the information required by IAS 34 Interim Financial Reporting.

The accounting policies applied in the preparation of the financial statements, from which the summary financial statements were derived, are in terms of IFRS Accounting Standards and are consistent with the accounting policies applied in the preparation of the previous annual financial statements.

Annual financial statements (full AFS)

The annual financial statements have been prepared in accordance with IFRS Accounting Standards and in the manner required by the Companies Act of South Africa. The financial statements have been prepared under the historical cost basis, except for certain financial instruments carried at fair value and non-current assets, which are held at the lower of carrying value and fair value less costs to sell, as applicable.

The preparation of financial statements requires the use of estimates and assumptions that affect the reported values of assets and liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

3. Disclosures relating to the annual financial statements

The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements, which are available at the offices of the company.

4. Disclosure of change in directors

Refer to the full annual financial statements where the Directors' report provides details related to the entire list of directors as well as changes in directors.

5. Disclosure of related parties

CSA enters into various related party transactions in the ordinary course of business. Transactions and balances between related parties during the year were at arm's length unless otherwise disclosed. CSA's related parties comprise its Board of Directors, Prescribed Officers, Affiliate and Ancillary Members and Cricket Stadium entities. Refer to the full annual financial statements for further details related to transactions entered into between CSA and its related parties. Furthermore, details pertaining to loan balances between CSA and its related parties are disclosed in the full annual financial statements.



Pearl Maphoshe
Chairperson:
CSA Board



Palesa Kadi
Chairperson: Audit,
Governance and Risk
Committee

Human and intellectual capital



WHAT HUMAN AND INTELLECTUAL CAPITAL MEANS TO CSA

Human and intellectual capital refers to the collective skills, experience and commitment of people within an organisation. At CSA, this includes both administrative and playing personnel whose contributions are essential to efficiency, on-field success and long-term sustainability. Intellectual capital encompasses the knowledge, systems, performance frameworks and strategic models that inform and support our work.

HOW HUMAN AND INTELLECTUAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

At CSA, human and intellectual capital are key enablers of our transformation and sustainability goals. Our strategic success depends on attracting, developing and retaining diverse, high-performing talent equipped to thrive in a dynamic environment. We invest in digital performance management tools, continuous learning and inclusive leadership development to drive accountability and growth. A strong focus on talent management and succession planning ensures that our people are ready to lead CSA into the future.

Our approach

At CSA, we understand that human and intellectual capital are the driving forces behind our strategy and the continued growth of South African cricket. Our people, both on and off the field, are central to our success and sustainability.

The CSA community is made up of two core groups:

Administrative personnel

including professionals in finance, HR, marketing and other key functions who ensure the organisation runs smoothly and efficiently.

Cricket talent

such as coaches, players and performance analysts who directly shape our on-field results and sporting excellence.

To showcase their distinct yet complementary roles, this section is presented in two parts:

Part A highlights the contributions of our administrative teams.

Part B focuses on the individuals driving performance on the field.

Together, these groups form the foundation of CSA's performance, innovation and long-term impact.

Part A:

Caring for the wellbeing of our people

CSA's human capital strategy is evolving to align with our broader organisational goals with a strong focus on agility, inclusion and high performance. Recognising the unique composition of our workforce, which includes internal staff, players, coaches and Affiliates, we have adopted a tailored, people-first approach to talent management.

This diversity calls for differentiated, fit-for-purpose initiatives across key areas such as recruitment, retention, learning and development, wellbeing and employee engagement. Our strategy is anchored by four key pillars that guide how we support, develop and care for our people

Strategic focus area Human capital



CSA's people are central to delivering our purpose and sustaining long-term value creation. Our human capital strategy is anchored by four strategic pillars designed to meet the needs of a dynamic, multi-layered workforce including administrative staff, players, coaches and Affiliate personnel. These pillars guide how we manage talent, drive performance and care for the wellbeing of our people.

1

OPERATING MODEL AND WORKFORCE COMPOSITION

CSA's workforce spans diverse roles across administration and cricketing operations. We continue to refine our operating model to ensure agility, inclusivity and alignment with both strategic and cricketing objectives. Tailored recruitment and retention strategies focus on building a representative workforce and strengthening long-term capacity.

2

LEADERSHIP AND CULTURAL TRANSFORMATION

We are cultivating a values-driven leadership culture anchored in accountability, ethical conduct and inclusion. Through structured leadership development programmes and feedback mechanisms, CSA is embedding a collaborative, high-performance culture across all levels of the organisation.

3

LEARNING AND DEVELOPMENT

Continuous learning remains a core focus for CSA. We offer a range of technical, leadership and personal development opportunities to build capability across both administrative and playing personnel. Initiatives emphasise mentorship, performance growth and career progression at all stages.

4

HOLISTIC WELLNESS AND REWARDS

Employee wellbeing is integral to our people strategy. CSA supports staff through wellness programmes focused on physical and mental health, including counselling services and flexible work arrangements. Our total rewards approach encompasses performance-linked incentives, recognition initiatives and market-aligned remuneration structures to retain top talent.

Highlights

Rolled out

a new online performance management system across all business units



Initiated leadership development programmes for executives and managers



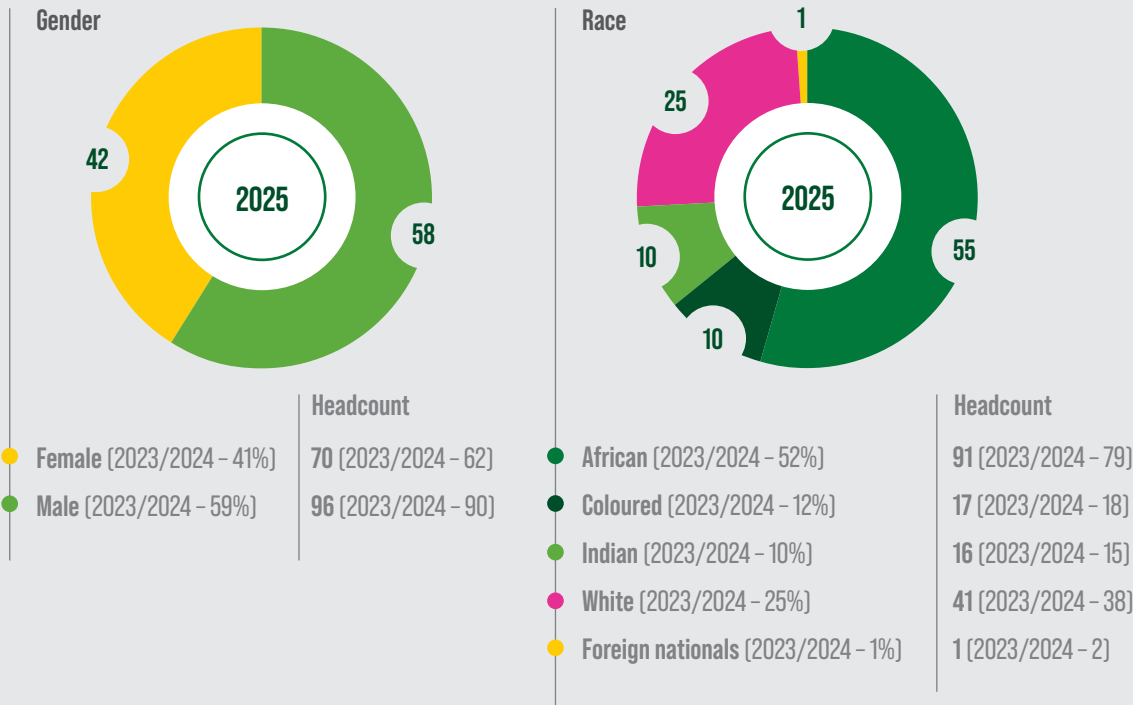
Relaunched our employee wellness offering through a new service provider



Introduced performance-based remuneration, long-term incentive schemes and updated salary structures aligned with market benchmarks

Operating model and workforce composition

CSA employs a distributed workforce model that integrates full-time, hybrid and remote working arrangements. Moving beyond traditional hierarchies, our people model is designed to meet the demands of a complex stakeholder landscape, spanning administrative staff, technical experts and professional athletes. This adaptable structure supports CSA's future-focused goals and reinforces our position as a modern, progressive employer. While workforce diversity in terms of race and gender remains a strategic priority, our focus has broadened to include the quality of the employee experience and the effectiveness of fit-for-purpose structures that enable high performance.



Strategic focus area: Leadership, learning and employee wellbeing



Leadership and cultural transformation

In the year under review, CSA deepened its commitment to cultural transformation and leadership excellence. Two new development programmes were initiated targeting executives and managers, aimed at embedding a values-driven, performance-focused leadership culture. These initiatives are designed to shift leadership behaviours and strengthen accountability at all levels.

CSA also recalibrated its employee engagement framework to extract actionable insights from staff feedback, ensuring workplace practices remain responsive to employee needs. This reflects our commitment to building a culture of transparency, inclusion and continuous improvement.

Learning and development

CSA's approach to talent development was formalised through a revised Learning and Development Policy approved in April 2024. The policy supports a structured, inclusive and impact-driven learning environment aligned with CSA's strategic priorities, including performance excellence, transformation and succession planning.

Our talent development framework is built around four key pillars:

- 1 **JOB-RELATED SKILLS AND LEADERSHIP PREPARATION THROUGH TARGETED COACHING AND MENTORING**
- 2 **SUPPORT FOR ACADEMIC AND PROFESSIONAL GROWTH VIA A STRUCTURED BURSARY PROGRAMME**
- 3 **MANAGEMENT AND LEADERSHIP CAPABILITY BUILDING ACROSS ALL ORGANISATIONAL LEVELS**
- 4 **COMPLIANCE-FOCUSED TRAINING COVERING AREAS SUCH AS HEALTH AND SAFETY, EMPLOYMENT EQUITY AND CORPORATE GOVERNANCE.**

Each initiative is integrated with individual PDPs and contributes directly to organisational capability. CSA continues to invest in priority skill areas, including digital marketing and communications, supported by structured talent acquisition strategies. This reinforces our goal of building a future-ready workforce capable of meeting both administrative and sporting demands.

Performance management

In 2023/2024, CSA implemented a new online performance management system across all business units, a major milestone in standardising and digitising performance tracking. This system enables more consistent, data-driven assessments aligned with individual and organisational KPIs. Preliminary results show increased alignment between personal objectives, team outcomes and CSA's strategic goals. While some KPIs are still to be achieved, projections indicate an upward trajectory by year-end as the system matures and adoption deepens.

Supporting employee learning and academic growth

To strengthen governance of the CSA bursary programme, a work-back clause and clear repayment terms were introduced in 2024. A centralised budgeting process now ensures strategic alignment in funding decisions, enabling more focused investment in critical capability areas. All learning interventions are evaluated at multiple levels, including application and impact to ensure that development efforts translate into improved performance, retention and transformation outcomes.

Holistic wellness and total rewards

CSA recognises that employee wellbeing is foundational to performance and long-term sustainability. In the year under review, we prioritised mental health and wellness initiatives across both administrative and playing personnel, integrating performance psychology, resilience training and peer support systems. Wellness is now embedded as a core organisational value, moving beyond compliance to form part of our high-performance culture.

We relaunched our wellness programme through a new service provider, expanding support services across mental, physical and financial wellbeing. Initiatives included a disability sensitisation campaign, which received strong staff engagement. From a rewards perspective, CSA introduced a refreshed remuneration framework that includes performance-based pay, long-term incentives and revised salary structures benchmarked to market standards. These enhancements, guided by the HR and Remuneration Committee, reflect our intent to attract, motivate and retain top talent in a competitive environment.

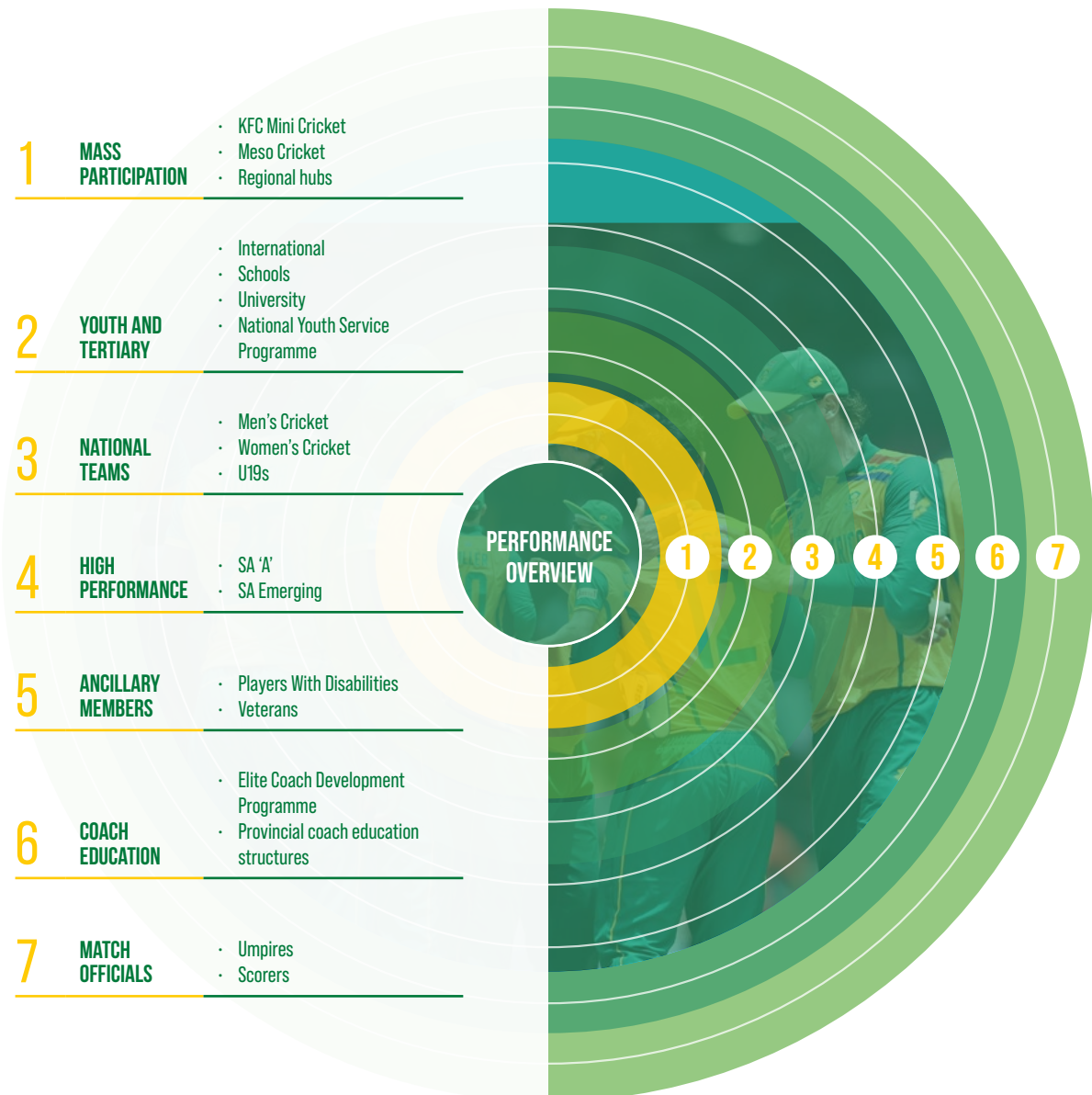
Part B:

Cricket talent

The CSA Pathway Structure

CSA's pathway structure is a strategic framework designed to develop talent from grassroots through to the professional level, ensuring a steady pipeline of players capable of competing internationally. The model supports five transition phases, each underpinned by targeted programmes aimed at strengthening the entire cricket ecosystem. Beyond developing elite athletes, the pathway also contributes to the broader growth of the sport in South Africa.

OBJECTIVES	FOCUS AREA
MORE CAPACITY	Expanding the reach and quality of cricket infrastructure and development programmes.
INCREASED PARTICIPATION	Driving higher participation rates across all age groups and formats of the game.
BETTER PLAYERS	Enhancing the calibre of talent through focused coaching, performance support and exposure.



Highlights

CATEGORY HIGHLIGHT

Proteas Men

8 WINS

ICC World Test Championship 2023-2025 champions: 8 wins, 1 draw, 3 losses; beat West Indies, Bangladesh and Sri Lanka; secured final with Boxing Day win over Pakistan; defeated Australia at Lord's to claim the Mace

1st EVER

ICC Men's T20 World Cup 2024 runners-up: First-ever senior men's World Cup final; unbeaten in group stage, Super 8s and semi-final; wins over USA, England, West Indies; lost narrowly to India

Topped

ICC Champions Trophy 2025 semi-finalists: Topped group with wins over Afghanistan and England; eliminated by New Zealand despite David Miller's 100

711 runs

Key performer – Temba Bavuma: Top World Test Championship run-scorer with 711 runs (2 centuries); led team strategy and middle order

141.84 strike rate

Retirement: Heinrich Klaasen: Retired from all formats in 2025; 60 ODIs, 2 000+ runs including 174 vs Australia; 58 T20Is, strike rate 141.84

Proteas Women

Runners-up

Beat defending champions

ICC Women's T20 World Cup 2024/2025 runners-up: Beat defending champions Australia in semi-final; lost final to New Zealand

12 WICKETS

Record

Key performer – Nonkululeko Mlaba: 12 wickets, SA women's T20 World Cup record; named in Team of the Tournament alongside Laura Wolvaardt and Tazmin Brits

SA U19 Women

Runners-up

ICC U19 Women's T20 World Cup 2025 runners-up: Unbeaten in group stage; semi-final win over Australia; lost final to India

CATEGORY

HIGHLIGHT

SA 'A' and Emerging teams

Win

SA 'A': Beat Sri Lanka 'A' at home; series win in West Indies

Tour

SA Emerging Men: Toured Zimbabwe and Bangladesh; played Division 2 One-Day Cup

Win

SA Emerging Women: Won ODI and T20 series in Bangladesh

Domestic cricket: Men's Division 1

4-day

CSA 4-Day Series: DP World Lions and Momentum Multiply Titans (shared)

1-day

CSA One-Day Cup: Hollywoodbets Dolphins

T20

CSA T20 Challenge: DP World Lions

Domestic cricket: Men's Division 2

4-day

CSA 4-Day Series: Northern Cape Heat and ACDC Express Tuskers (shared)

1-day

CSA Provincial One-Day Cup: Eastern Cape linyathi and ACDC Express Tuskers (shared)

T20

CSA T20 Knock Out: ACDC Express Tuskers

Betway SA20

Win

Winners: MI Cape Town

Hollywoodbets Pro Series: Women's Division 1

Pro 50: DP World Lions
Pro 20: World Sports Betting Western Province

Women's Division 2

1-day

Provincial One-Day Cup: North West Dragons

1 MASS PARTICIPATION

KFC Mini-Cricket

The KFC Mini-Cricket programme forms the base of CSA's talent pipeline, introducing cricket to children aged 6 to 12 across South Africa. The programme focuses on building foundational skills in a safe, engaging and age-appropriate environment. It is designed to inspire long-term participation by instilling a love for the game at an early stage. Through structured coaching, school-based implementation and volunteer mobilisation, the intervention creates inclusive pathways for both boys and girls to enter the sport.

The 2024 season reflected strong delivery against targets. A total of 118 238 matches were played, representing 94% of the projected 126 056 fixtures. School participation rose from 4 367 to 4 652, exceeding the 5% growth target with a 101% achievement rate. Player numbers also increased from 112 548 to 119 926, meeting the targeted 5% growth. While the number of active coaches rose from 9 806 to 10 090 (97% of target), recruitment remains an area for continuous focus. These results reflect strong grassroots engagement and the programme's sustained appeal among schools and communities nationwide.

Meso Cricket

Meso Cricket is a programme that builds on the foundation of the KFC Mini-Cricket programme by targeting older children and teenagers who show interest and potential in the sport. It focuses on refining cricketing skills, introducing structured competition and preparing players for formal school, club and high-performance pathways.

In the year under review, CSA expanded the initiative following a successful pilot in Limpopo, Mpumalanga and North West. Specialised equipment was distributed, artificial playing surfaces were developed and an online training course was launched to improve coaching and umpiring capacity. Regional festivals were introduced to support talent identification and reduce dropout rates, particularly in disadvantaged communities. With support from the Gauteng Department of Sport, Arts and Culture, the programme was implemented in four regions: Soweto, Johannesburg South, Johannesburg Central and the West Rand. Each region hosted a league involving eight schools. The expansion also included schools for learners with special needs, reinforcing CSA's commitment to inclusivity. Plans are underway to scale the programme nationally, and CSA is actively engaging potential partners to support this rollout.

Regional hubs

CSA's regional hubs are community-based centres established in partnership with the Department of Sport, Arts and Culture. Located within the jurisdictions of CSA Affiliates and Associates, these hubs form a critical component of our cricket development ecosystem. They aim to bridge the gap between grassroots and elite cricket by offering access to quality coaching, facilities and structured development opportunities. Each hub is positioned to strengthen local cricket infrastructure while nurturing talent in underserved areas.

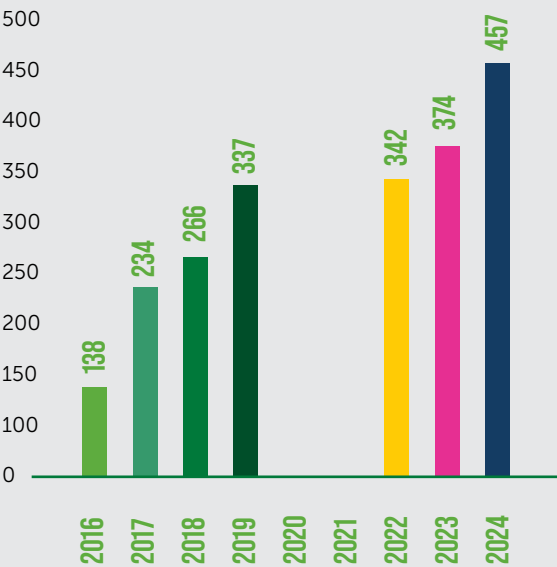
In 2024, CSA maintained a network of 70 hubs across the country, supporting approximately 6 400 cricketers and 203 full-time coaching staff. The impact of this system is evident in the growing representation of hub players in national age-group teams. In 2016, only 138 hub players were selected for CSA National Schools tournaments. By 2024, that number had more than tripled to 457, reflecting the programme's increasing contribution to the talent pipeline and its effectiveness in broadening access to high-performance cricket structures.

Total of 70 Hubs
across the country

6 400 cricketers
participating nationally

203
full-time coaching staff

Number of players representing the respective provincial age group teams at CSA National Schools (2020 and 2021 – Covid impact):



2 YOUTH AND TERTIARY

Schools SA20

CSA, in partnership with SA20, launched the inaugural Schools SA20 tournament as part of its broader strategy to strengthen the pipeline from school to professional cricket. The competition aims to unify school cricket structures by enabling participation across Hubs, focus schools and traditional schools in a shared, competitive environment. It serves to both level the playing field and promote inclusion while stimulating excellence through high-stakes competition.

The 2024/2025 tournament was rolled out in two phases. Phase 1, which began in September 2024, saw 491 boys' and 97 girls' schools play over 2 940 matches. Phase 2 followed in January 2025, with 32 boys' and 16 girls' teams competing in 1 341 matches. The tournament culminated in standout performances and strong school engagement across the country. Bishops and Steyn City School were crowned the inaugural boys' and girls' champions, respectively, with both schools also securing multiple individual awards.

In recognition of their success, each winning school received R50 000 towards the refurbishment of facilities, a R20 000 cricket equipment voucher from Sedgars and a five-year bursary for one cricketer per school, sponsored by SACA. This multi-stakeholder initiative reflects CSA's commitment to building an equitable and aspirational school cricket ecosystem that supports both performance and transformation.



- **Girls Player of the Tournament:**
Karabo Meso (Steyn City School) – 228 runs and 3 dismissals
- **Girls Batter of the Tournament:**
Karabo Meso (Steyn City School) – 228 runs
- **Girls Bowler of the Tournament:**
Siphumelele Duma (Saints Christian School) – 9 wickets
- **Girls Spirit of Cricket Award:**
Saints Christian School



- **Boys Player of the Tournament:**
James Robb-Quinlan (Bishops Diocesan College) – 160 runs and 4 dismissals
- **Boys Batter of the Tournament:**
Adnaan Lagadien (Bishops Diocesan College) – 170 runs
- **Boys Bowler of the Tournament:**
Julian Pilkington (Bishops Diocesan College) – 11 wickets
- **Boys Spirit of Cricket Award:**
St Andrew's School Bloemfontein

National age-group tournaments

CSA's National Age Group Weeks are a central pillar of our development pipeline. They provide high-performing youth with competitive exposure and structured opportunities to showcase their talent. These tournaments play a critical role in talent identification and are aligned with our broader high-performance and transformation goals, including increased representation and skill diversification.

2024 highlights and outcomes

- Khaya Majola Week (U19) was held in Cape Town and saw 216 players participate. In a significant shift, the Kei team was replaced by a CSA Invitational XI to strengthen the level of competition. The side comprised players who had not been selected by their provinces but showed potential at the U16 Week or through the Learners with Special Educational Needs (LSEN) system. The team was strategically selected to include three black African batters and three unorthodox spinners. These are key focus areas for CSA's Talent Acceleration Programme. All but one player was age-eligible for the 2026 World Cup.
- U16 Boys Week took place in Pretoria with 213 participants, continuing its role as a feeder tournament into senior pathways.
- U19 and U16 Girls Weeks were hosted in KwaZulu-Natal and Gauteng, respectively, each with 210 players. More than 70% of participants were drawn from CSA Hubs. The standard of play has risen significantly, reflecting alignment with the national playing philosophy and underscoring the role of the tournaments in shaping the future of women's cricket in South Africa.

CSA Cubs Week

CSA Cubs Week is a premier annual tournament designed to identify and nurture high-potential Under 19 (U19) players, serving as a vital component of CSA's talent development pathway. The tournament draws on top-performing cricketers from provincial youth structures and provides a competitive platform for transitioning into national and professional teams. It has historically been the launchpad for several national players, including nearly all Members of the recent World Test Championship squad.

The 2025 edition, hosted in Stellenbosch, expanded its reach with the inclusion of Namibia and the United States of America (USA). This followed a Memorandum of Understanding signed between CSA and USA Cricket to promote collaboration and shared development across pathway programmes. Notably, the USA team won the tournament, defeating the Southern Superstars by 105 runs in the final. Their participation demonstrates the growing international relevance of CSA's youth platform and affirms the tournament's value in strengthening global partnerships in cricket development.

National Youth Service Programme

CSA partnered with the National Youth Service Programme (NYSP) to help tackle South Africa's youth unemployment crisis. Since June 2022, 3 000 young people have benefited from six-month placements across CSA structures, with the second cohort recruited in 2024. The NYSP addresses a key barrier in underserved areas: limited access to sports infrastructure and structured development pathways. The integration of youth into cricket ecosystems has expanded reach and provided participants with valuable occupational skills.

In 2024/2025, CSA supported Phase III of the programme, training 1 000 KFC Mini-Cricket coaches and certifying 324 new umpires, now placed at CSA Hubs as resident officials. CSA also procured 200 Meso cricket bags and secured backing from partners including Glencore and Tourvest. Phase IV has been approved, with recruitment planned for mid-2025 and service delivery scheduled to begin in August. CSA's support staff will remain involved for an 11-month period to ensure continuity and alignment. This initiative reflects CSA's commitment to transformation, job creation and community upliftment through sport.

CSA National Schools Indaba

The National Schools Indaba forms part of CSA's broader effort to unify and strengthen the school cricket pathway. It brings together stakeholders from across the country to review current structures, align development priorities and agree on resolutions to drive performance and inclusivity.

The 2024 National Schools Indaba focused on enhancing talent identification, improving resource coordination and expanding competitive opportunities. This aligns with South Africa's ambition to win the ICC U19 Men's Cricket World Cup 2027.

A key resolution required all CSA Members to host a Provincial Schools Cricket Indaba following the May 2024 national engagement. By year-end, only four Members had fulfilled this, with financial constraints cited as the main barrier. As a contingency, CSA encouraged Members to hold online engagements to maintain momentum and alignment with national objectives.

South African Schools Cricket Association

The South African Schools Cricket Association (SASCA) plays an essential role in governing and coordinating school-level cricket nationally. In May 2025, SASCA successfully hosted its AGM in Johannesburg and re-elected its office bearers for a new three-year term. This leadership continuity supports stability and sustained progress across the schools' cricket system. The elected leadership includes Colin Bartle (Chairperson), Sinomia Lewis and Charles Morgan (Vice Chairpersons), Morgan Pillay (Secretary), Pierre Hugo (Treasurer) and Lewis Manthatha (DEI Representative). The team reflects a balanced focus on administration, governance and transformation priorities.





3 NATIONAL TEAMS

The 2024/2025 season marked a historic turning point for South African cricket. The Proteas Men made history by reaching their first-ever World Cup final in the ICC Men's T20 Cricket World Cup, while the Proteas Men's Test team reached the ICC World Test Championship (WTC) final, underscoring years of strategic preparation and player development. The U19 Women's team reached the final of the ICC U19 Women's T20 World Cup for the first time, while the Proteas Women's team reached a second consecutive T20 World Cup final, with a landmark semi-final victory over Australia. These achievements reflect the depth of the national pipeline and the effectiveness of long-term, high-performance planning. Notably, the women's national team has grown in professionalism, which has contributed to enhanced player confidence and consistency.

Professionalisation of women's cricket

The appointment of Mandla Mashimbyi as Head Coach of the Proteas Women in December 2024 marked an important step in advancing the professionalism of women's cricket in South Africa. With over a decade of coaching experience, including roles with the Momentum Multiply Titans, the Proteas Men's team and the Paarl Royals in the SA20 League, Mashimbyi brings a wealth of technical expertise and leadership to the national women's side.

A former professional cricketer whose playing career was cut short by injury, Mashimbyi has since built a reputation for cultivating high-performance cultures and developing emerging talent. His new mandate includes preparing the team for international competitions, embedding a winning mindset and driving CSA's transformation and development goals.

This appointment complements CSA's broader investment in the full-time professionalisation of women's domestic cricket, which has already led to improved performance standards and greater competitiveness. Together, these developments signal a deeper commitment to building a sustainable, high-performing pipeline for women's cricket in South Africa.

4 HIGH PERFORMANCE

In October 2024, CSA introduced a restructured high-performance leadership model to align our strategic goals with national team priorities. The restructuring separated domestic and national portfolios, enabling a sharper focus on the performance of South Africa’s national teams. This shift has allowed Enoch Nkwe, the Director of National Teams and High Performance, to dedicate his time to the Proteas Men’s and Women’s teams, as well as the U19 programme, while the domestic cricket portfolio is now led by Edward Khoza, previously Head of Cricket Pathways and now the Domestic Cricket Executive. This separation of duties has enhanced leadership efficiency, improved support to national squads and contributed to a more focused and resilient cricket system.

Systemic investment in high performance

CSA continues to strengthen its feeder systems, including the South Africa ‘A’ (SA ‘A’) team and the Emerging Women’s team. These squads are integral to bridging the gap between domestic and international cricket. The SA ‘A’ team plays a vital role in exposing emerging male players to elite competition, while the Emerging Women’s team, led by coach Dinesha Devnarain, provides a structured development pathway for young female cricketers. These platforms ensure continuity in performance and provide selectors with a wider pool of match-ready talent.

CSA has embedded a holistic high-performance strategy that goes beyond cricketing skills. The programme integrates sports science, psychological support, medical systems and data-driven performance monitoring to elevate competitiveness at every level. Tools such as Catapult and TeamBuilder are used to track player workload and optimise recovery, while the Bolt system supports advanced injury management and return-to-play protocols. These investments have reduced injury-related downtime and supported CSA’s goal of maintaining peak performance throughout demanding tournament cycles. Full-time coaches, analysts, medical personnel and mental conditioning experts now play a vital role across the men’s, women’s and U19 squads, ensuring players are supported both on and off the field.

Club cricket

Club cricket is a critical pillar of South Africa’s cricketing structure. It anchors community participation and bridges the gap between grassroots programmes and provincial pathways. It also provides inclusive access to recreational and competitive play, sustains player interest beyond school level and grows local identity through regional competitions. The sustainability of club cricket depends significantly on municipal support, as most facilities are publicly owned and maintained.

In the year under review, overall participation grew modestly, with registered players increasing from 40 125 to 41 496 and total teams rising from 2 645 to 2 712. Encouragingly, junior teams expanded by 48 and women’s teams by 13, reflecting CSA’s ongoing investment in youth and gender equity. Despite a decline in the number of premier and promotional clubs due to the merging of clubs in some regions, the growth in active teams signals broader participation and improved retention within the club system.

		2022/2023			2024/2025			CHANGE		
CLUBS		212			181			-31		
Premier clubs		243			220			-23		
Promotional clubs										
TEAMS		1 623			1 629			6		
Senior teams		191			204			13		
Women’s teams		831			879			48		
Junior teams		2 645			2 712			67		
Number of teams										
PLAYERS		40 125			41 496			1 371		

5 ANCILLARY MEMBERS

Veterans Cricket

The Veterans Cricket Association of South Africa (VCASA) is committed to providing competitive cricket opportunities for players over 40, 50 and 60 years old. Founded to support veteran cricketers, VCASA organises national and international tournaments, including the Veterans Club Champs, inter-provincial competitions and international events such as the Africa Cup and World Cup. The association promotes the values of sportsmanship, camaraderie and active living, ensuring that former players continue to participate in the sport at a high level.

Highlights during 2024/2025 season:

12 MEMBERS

The VCASA Executive Committee was established with Roger Moulton (Chairperson), Wayne Stuurman (Vice-Chairperson) and Frank Auger (Executive member), with the current Members' Council consisting of 12 members

The 2024/2025 season included no less than six tournaments, two national and four international tournaments, with all three age groups being active.

The 2024/2025 season would not have been possible without the partners of veterans cricket, Devils Peak, PitchVision, Professional Mowers and Cricket Company.

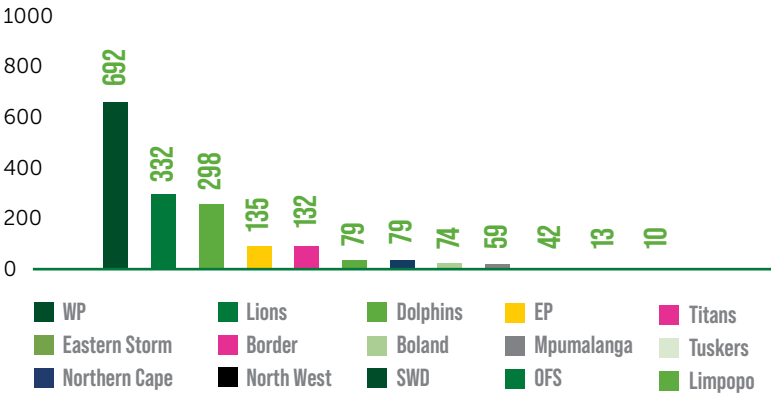
The success of the leagues and tournaments in South Africa is largely credited to the ongoing support of the respective provincial umpires and scorers associations

2 000 ACTIVE PLAYERS

Membership numbers have grown to nearly 2 000 active players, with 12 Affiliate Members, of which eight are fully subscribed. The Mpumalanga Rhinos joined the VCASA during the year under review

VCASA Membership – February 2025

1 950 members



Governance and development in veterans' cricket

In 2024, CSA facilitated a structured mediation process between the VCASA and affected players, following complaints regarding fairness and transparency in recent international selections. The process was mediated by CSA Disciplinary Commissioner, Professor Rian Cloete, and concluded with several governance enhancements and developmental commitments.

VCASA agreed to strengthen communication with players, including providing clear feedback on performance and selection, establishing formal feedback channels and improving leadership transparency. It will also revise and document its selection process, setting out defined criteria and formal protocols, while clarifying the captain's role to ensure accountability and prevent conflicts of interest.

Recognising the importance of Veterans Cricket in the national structure, CSA committed to increasing its support and oversight of VCASA. This will help align the programme with broader development standards and ensure fair and inclusive representation at all levels.

Rural cricket and SA Forces Cricket

Rural cricket played an essential role in expanding the sport's reach and developing talent in communities with limited access to formal structures. CSA supported this focus through dedicated programmes and events that identified and nurtured emerging players. During the 2023/2024 season, the Inland Rural Cricket Week, held in Bethlehem, featured 12 teams and resulted in the selection of 15 players for the Inland squad. The Coastal edition, hosted on the West Coast, drew 14 teams and culminated in a 15-player Coastal squad. These initiatives strengthened the pipeline of rural talent and provided valuable competitive experience for 30 promising cricketers.

To enhance strategic alignment, the South African Rural Cricket Committee hosted a preparatory workshop from 22 to 23 May 2025 in Pretoria. The session aimed to realign rural cricket structures at the Member level in support of CSA's broader development goals. A follow-up workshop, planned for August 2025, would bring together affiliated rural cricket entities to present their structures and discuss how best to integrate rural cricket within CSA's national ecosystem. In parallel, the South African Forces Cricket structure elected new leadership at its annual general meeting held in Gqeberha on 11 March 2025. The elected officials included:

- Mr Nkosomuzi Mtswene (President, SANDF)
- Mr Lex Bowen De Vos (First President, SAPS)
- Mr Hilton Hansen (Second President, DCS)

This structure continued to provide structured cricket opportunities for players within the country's security services.

Disability cricket

Domestic disability cricket enjoyed sustained growth through the efforts of the three key structures: Blind Cricket, Deaf Cricket and Intellectually Impaired Cricket. Each structure is designed to broaden participation and advance CSA's commitment to inclusion and development across all levels of the game.

Blind Cricket prepared to host a 10-province tournament in 2025 and deepened its efforts to increase participation and awareness. Deaf Cricket operated a six-province tournament and developed plans to launch a new "franchise-style" T20 format in 2025, expanding its player base from 90 to 120 across eight teams. Intellectually Impaired Cricket maintained 10 competitive teams. Collectively, these initiatives underscored the momentum behind disability cricket in South Africa.

Despite strong growth and increasing interest, the financial support received from CSA and its Members remained insufficient to fully meet the needs of these competitions. Nevertheless, players showed exceptional commitment and performed at high levels in domestic tournaments, international series and one-day cups. Their passion and determination remained a driving force in advancing disability cricket.

Blind Cricket South Africa

Blind CSA participated in a five-match T20I series against India in Bangalore from 8 to 17 May 2025. The tour included a coaching clinic and provided much-needed international exposure. Although South Africa lost the series 5–0, the experience highlighted key areas for performance review and future development. The Times Network served as a key media partner for the tour.

Top performers included:

- **Batting:** Lesedi Lesufi, Teboho Moloiwane, Buhle Bhidla, Lwande Bhidla
- **Bowling:** Max Geertsens, Buhle Bhidla, Lwande Bhidla
- **Fielding:** Lwande Bhidla
- **Best B3 Player:** Lwande Bhidla

South African Sport for the Intellectually Impaired (SASA II)

The SASA II National Cricket Week took place in Johannesburg from 31 March to 4 April 2025, with participation from KwaZulu-Natal, Gauteng, Western Cape, Eastern Cape, Mpumalanga, North West and Limpopo.

The final between KwaZulu-Natal and Western Cape was rained out. As a result, final standings were determined by the points table:

- **Gold:** KwaZulu-Natal
- **Silver:** Western Cape
- **Bronze:** North West

Expanding access through alternative formats of cricket

CSA continues to support and promote non-traditional formats of cricket that expand access, inspire participation and ensure the game is enjoyed by diverse communities across the country.

Calypso Cricket is a fun and informal version of the game, played on beaches using most of the standard cricket rules. Two teams of 10 players compete in a relaxed, social setting that encourages enjoyment and participation.

Street Cricket creates opportunities for children in South Africa's emerging communities to engage in sport close to home. Widely embraced by communities, it keeps children active and positively engaged in areas where recreational outlets are often limited.

Table Cricket is a specially adapted version of the game, played on a table tennis surface and designed for people with disabilities. The format enables inclusive participation and meaningful competition. The Sporting Chance Foundation currently operates the programme in the Western Cape, working with eight special needs schools and reaching over 200 participants. Plans are underway to expand the initiative to other provinces.

6 COACH EDUCATION

Highlights

652

COACHES

obtained the CSA Level 1 Certificate – Coaching Children (Primary Schools and Junior Club Cricket)

12

COACHES

obtained the CSA Level 4 Certificate – High Performance (CSA Domestic Professional Division 1 and 2 Cricket)

108

COACHES

obtained the CSA Level 2 Certificate – Coaching Children (High School and Senior Club Cricket)

19

COACHES

obtained the CSA Level 3 Certificate – Senior Certificate (CSA Strategic Focused Programmes)

CSA supports coaches through structured training and professional development opportunities, ensuring they are equipped with the skills and knowledge required to lead effectively. This ongoing investment in coaching capacity is essential to maintaining high standards and enabling team success across all levels of the game.

In the year under review, the Coach Education Office played a central role in the training and development of coaches across the country. All coaches participating in CSA programmes were trained through the CSA Coach Development Academy. The 2024/2025 financial year saw a strong pipeline of new coaching qualifications across multiple levels.

In addition to formal certification, CSA offered continuous professional development opportunities to support qualified coaches. These included:

- Coaches forums and webinars, targeting mass participation coaches
- Coach acceleration programmes aligned with CSA strategic focused programmes
- Coaches conferences and webinars designed for professional coaches

7 MATCH OFFICIALS

Highlights

Lauren Agenbach and Kerrin Klaaste officiated semi-finals at the ICC Women's T20 World Cup in Dubai and the Women's U19 T20 in Malaysia, respectively

Over 300

umpires were trained through the National Youth Service Programme, with many set to serve at hub-level fixtures

A structured approach to scorer development resulted in 27 scorers advancing from Level D to Level C and eight progressing to Level B

A tiered allocation system for professional match scorers expanded the pool, with 16 new scorers assigned to high-level matches

A total of 178 scorers were appointed to matches this year, 9% of whom were new. Demographic representation included 51% black African, 22% black (coloured and Indian) and 27% white scorers

Match officials, including umpires and scorers, play an essential role in upholding the integrity of the game and ensuring the smooth and fair conduct of cricket matches. Their expertise enables consistent decision-making and enhances the overall experience for players and spectators. CSA remains committed to strengthening officiating capacity through structured training and targeted development interventions.

Umpires

Ongoing training, mentoring and assessment are at the core of CSA's efforts to maintain a high standard of officiating across all levels of the game. During the reporting period, a formal umpire mentoring programme was introduced to support emerging officials, resulting in a 15% increase in certified umpires and improved decision accuracy during matches. Regular workshops and updates ensure umpires remain aligned with international rule changes and best practices.

Scorers

CSA recognises the importance of accurate and efficient scoring in professionalising the game. In 2023/2024, a revised scoring certification course was launched, combining practical assessments with training on digital scoring platforms. The initiative has strengthened scorer capacity and contributed to improved match data quality and game management across all tiers of competition.

In 2024, **Allahuddien Paleker** became the seventh South African to be appointed to the ICC Elite Panel of Umpires, a prestigious milestone that recognises sustained excellence and dedication to the profession. He joins Adrian Holdstock as the only other South African currently on the 12-member global panel. Paleker's journey reflects the long-term investments CSA has made in nurturing world class officials.

He shared: **"I started umpiring in 2006 and joined the first-class panel in 2009, so getting onto the Elite Panel 16 years after standing in my first first-class game is a testament to the time spent on the feet and away from home. I'm just glad all the hard work has paid off. When I started umpiring, I wanted to get onto this panel and there are only 12 umpires from around the world on it, so it's quite a prestigious moment in my career."**

Paleker's appointment illustrates CSA's growing focus on strengthening officiating structures and expanding access to umpire and scorer development pathways.



Advancing transformation through consistency and inclusion

Transformation remains a cornerstone of CSA's strategy. The organisation remains committed to fielding representative national teams that reflect the diversity of South African society. While transformation continues to draw public scrutiny, CSA's leadership has emphasised the importance of principled consistency in implementing its policies. Recent successes, including those led by players from historically underrepresented groups, demonstrate the power of inclusion in building national pride, unity and inspiration for future generations.

Tribute to the founder of Sporting Chance Foundation

CSA pays tribute to Mr Brad Bing, the founder of the Sporting Chance Foundation, who passed away following a courageous battle with cancer. His passion, vision and commitment to sport uplifted countless young lives across the country.

The Sporting Chance Foundation, an Ancillary Member of CSA, is dedicated to inspiring South African children to develop a lifelong passion for physical activity and sport. The organisation promotes healthy, active lifestyles and focuses on identifying and nurturing natural talent within underserved communities.





Outlook

With South Africa set to host the *ICC Men's Cricket World Cup 2027*, CSA has intensified its strategic focus to ensure long-term competitiveness and high-performance excellence. Preparations include refining the One-Day International (ODI) blueprint, building on momentum from the World Test Championship and finalising the T20 squad for the 2026 tournament. Simultaneously, work is underway to position the Proteas Women for a strong showing at the *ICC Women's Cricket World Cup 2025*.

Human capital will play a central role in these efforts. CSA's HR function is supporting the high-performance unit by aligning player KPIs with strategic goals, enhancing motivation and engagement, and recognising and supporting players. Initiatives include performance-based incentives, wellness programmes and tailored support systems designed to enable athletes to deliver at their peak.

These forward-looking strategies are aimed at sustaining recent gains and positioning South Africa as a leading force across all formats by 2027.

Social and relationship capital



WHAT SOCIAL AND RELATIONSHIP CAPITAL MEANS TO CSA

Social and relationship capital refers to the strength of CSA's relationships with key stakeholders including fans, players, government, sponsors, Member Affiliates and communities. It encompasses trust, reputation and the networks that enable the organisation to fulfil its role as the custodian of cricket in South Africa.

HOW SOCIAL AND RELATIONSHIP CAPITAL ADVANCES OUR STRATEGY AND AMBITION

Strong stakeholder relationships are essential for delivering CSA's strategy. These relationships enable transformation, ensure inclusive access to the game, support talent development and secure the long-term sustainability of cricket. A trusted and respected CSA is better positioned to attract investment, collaborate with partners and inspire the nation.

Our approach

CSA's approach to social and relationship capital is anchored in meaningful partnerships, community development and inclusive engagement. We support communities through grassroots initiatives and development programmes that promote cricket participation at all levels. Flagship events such as Pink ODI demonstrate the social power of sport, raising awareness for critical causes while strengthening the CSA brand. Strategic partnerships, including commercial collaborations, extend the reach and impact of our programmes, helping to advance both operational priorities and social outcomes. Regular stakeholder engagement, supported by structured dialogue and feedback mechanisms, builds trust and transparency. Together, these efforts contribute to stronger relationships, greater community impact and long-term value creation.

Highlights

Launched

CSA Connect, a dedicated stakeholder newsletter, and implemented a company-wide stakeholder engagement plan

Delivered a successful Pink ODI campaign that raised breast cancer awareness and united fans and players behind a shared social cause

Expanded

safeguarding initiatives and introduced tighter accreditation standards under the Child Protection and Safeguarding Policy

Developed and rolled out a strategic reputation recovery plan focused on strengthening stakeholder trust

Updated

the Safety at Stadia Policy in line with national legislation to promote secure and inclusive match-day environments

Strengthened government and diplomatic partnerships, including coordinated support for the Proteas Women during the ICC Women's T20 World Cup 2024 in the United Arab Emirates (UAE) and the ICC Men's T20 World Cup 2024 in the USA

Partnerships and collaboration

CSA is committed to transformation, youth development and building a cricket ecosystem that is inclusive, accessible and impactful. These outcomes are enabled through strategic partnerships, collaborative initiatives and meaningful community engagement.

Strengthening access and opportunity through national partnerships

In the year under review, CSA continued its partnership with the National Youth Service Programme, aimed at addressing youth unemployment and expanding development opportunities in cricket. Since 2022, the programme has reached 3 000 young people through structured six-month placements. In the 2024–2025 period, 1 000 youth were trained as KFC Mini-Cricket coaches and 324 umpires were certified and placed at hubs as resident officials. CSA also procured 200 Meso cricket kits to support implementation and secured collaborative support from partners such as Glencore and Tourvest.

Government support for national teams

CSA received support from both National Government and South African Foreign Missions during the reporting period. Through the Department of Sport, Arts and Culture, CSA engaged on key issues including player transformation, bursary allocations and early planning for the *ICC Men's Cricket World Cup 2027*.

During the ICC Women's T20 World Cup 2024, CSA partnered with the South African Consulate in Dubai and the Department of International Relations and Cooperation to strengthen expatriate community engagement and support for the Proteas Women. This included cultural experiences, media events and coordinated fan activations that brought the team closer to South African expatriates and cricket supporters abroad. The consulate hosted the team and mobilised support for matches, creating a strong and visible presence in the stands.

Pink ODI

The Pink ODI 2024 campaign brought together players, fans, partners and the broader public in a shared commitment to raising awareness around breast cancer. Now a recognised feature on the local cricket calendar, Pink ODI embodies CSA's vision of using sport as a platform for social impact. Proteas players wore their signature pink kits, while stadium activations, digital storytelling and community outreach events deepened public engagement. The initiative also honoured survivors and created space for open conversation, with proceeds from the day supporting breast cancer-related causes.

Beyond match-day awareness and fundraising, Pink ODI 2024 included survivor testimonies, interactive fan zones and early detection messaging via digital platforms. CSA also worked with non-profit health organisations to distribute educational material and extend screening services at selected events in the build-up to the game.

Connecting with communities through innovative campaigns

CSA launched several campaigns that connected players with fans and the nation. One example was the 'Keeping a Piece of Home Close to Your Heart' campaign, where the Proteas Women team members wore shirts embroidered with the names of loved ones during the World Cup. The campaign gained significant traction in local and international media. CSA also hosted a visit to Molatladi Primary School, bringing the Proteas Women squad closer to learners and highlighting the importance of aspiration and visibility in youth development.

Building trust through structured engagement

During the year, CSA rolled out a national stakeholder engagement framework to improve transparency and coordination. Activities included the launch of CSA Connect, an external stakeholder newsletter, a roundtable dialogue between the Proteas Women and CSA Executive Committee and ongoing briefings with the Minister of Sport, Arts and Culture. CSA also appeared in front of the Portfolio Committee on Sport, Arts and Culture with productive ongoing engagements. These platforms have contributed to stronger, more trusted relationships with key partners and stakeholders. CSA will continue to invest in partnerships and community engagement as central pillars of its development approach, using the power of cricket to connect, inspire and create lasting impact.

Grassroots partnerships

CSA collaborated with community-based organisations and schools in under-resourced areas to expand its KFC Mini-Cricket and hub programmes. These partnerships ensured more consistent player retention, facilitated safe play environments and promoted local ownership of development programmes.

Proteas Men's fan activation

Ahead of key international series, CSA launched community-based fan zones and school visits. These served as both promotional efforts and platforms for value-based messaging (e.g. discipline, respect, team spirit), particularly among primary school learners in previously underserved areas.



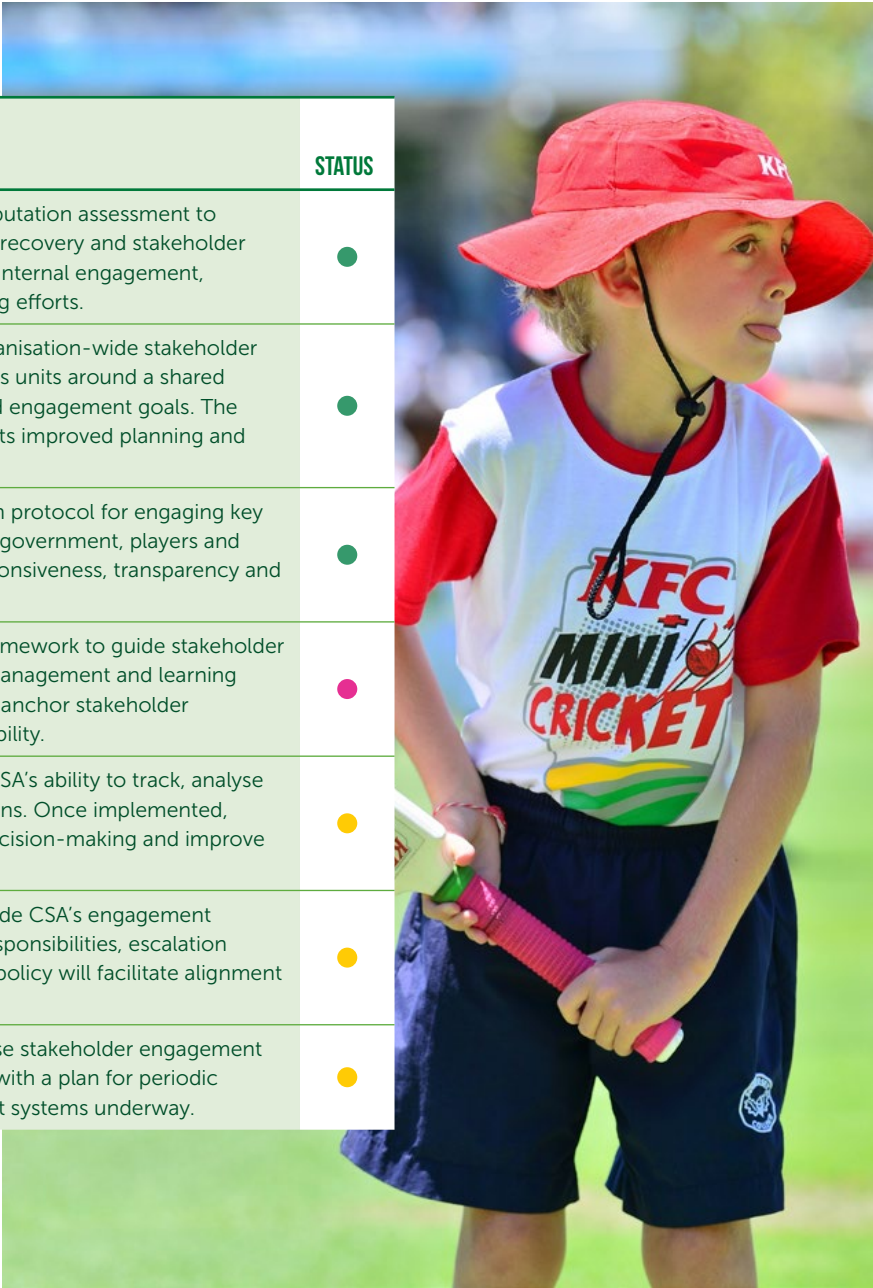
Building reputational resilience

As part of our commitment to enhancing stakeholder relationships and strengthening organisational resilience, CSA has prioritised the strategic management of reputational risks linked to past controversies. In 2024, the organisation implemented a comprehensive response plan informed by the GlobeScan Stakeholder Perceptions Survey. This plan focused on improving CSA's ability to anticipate and respond to reputational risks through a more structured stakeholder engagement framework. Key actions included developing a consolidated stakeholder engagement plan and a stakeholder communication plan. These efforts were designed to promote transparency, improve responsiveness and build trust across stakeholder groups. The plan also called for the future deployment of a CRM/reporting tool to track engagements and feedback more effectively, allowing for clear alignment to CSA's strategic focus areas.

We recognise the need to embed these changes by equipping Board members and executives with the skills to respond swiftly and strategically to emerging issues. This includes targeted capacity-building interventions focused on stakeholder communication, strategic decision-making and the use of reputation data for continuous improvement. The intention is to continuously learn from past reputational challenges and to embed stakeholder management as a core competency across leadership levels.

ACTION ITEM	PROGRESS DURING 2024/2025	STATUS
Action planning	Used insights from the GlobeScan reputation assessment to identify priority areas for reputational recovery and stakeholder relationship strengthening. Informed internal engagement, communication and executive briefing efforts.	●
Consolidate stakeholder engagement plan	Developed a comprehensive and organisation-wide stakeholder engagement plan, aligning all business units around a shared set of principles, key stakeholders and engagement goals. The stakeholder engagement plan supports improved planning and consistent messaging.	●
Develop a stakeholder communication plan	Established a detailed communication protocol for engaging key stakeholder groups, including media, government, players and sponsors. Our aim is to enhance responsiveness, transparency and proactive narrative management.	●
Draft framework and strategy development	Outlined the overarching strategic framework to guide stakeholder engagement, integrated reputation management and learning from past events. The framework will anchor stakeholder engagement as a leadership responsibility.	●
Deployment of CRM/ reporting tool	The aim of the tool is to strengthen CSA's ability to track, analyse and respond to stakeholder interactions. Once implemented, the tool will enable data-informed decision-making and improve institutional memory.	●
Draft stakeholder policy and procedure	Governance document drafted to guide CSA's engagement by stakeholder category, including responsibilities, escalation protocols and ethical standards. The policy will facilitate alignment with King IV.	●
Reporting, monitoring and evaluation	Mechanisms outlined to institutionalise stakeholder engagement performance tracking and feedback, with a plan for periodic reviews. Integration into management systems underway.	●

- KEY
- Achieved
- Not achieved
- Work in progress



Child protection

Child protection is a fundamental priority for CSA. We are committed to maintaining cricket as a safe, nurturing environment for young players across all programmes. In 2024, CSA advanced Phase 2 of its Child Protection and Safeguarding Policy, building on foundational efforts from 2022. These included vetting coaches and programme coordinators through criminal and child protection checks and providing targeted safeguarding training. During the year, CSA intensified its efforts to enforce safeguarding standards across all Affiliates, particularly during Child Protection Week. Additional training was provided for stakeholders, with emphasis placed on compliance and continuous improvement. We also began addressing the issue of unaccredited coaches through tighter accreditation requirements and ongoing monitoring. These efforts aim to embed a culture of child safety across all levels of the organisation, ensuring every affiliated programme consistently adheres to CSA's safeguarding standards.

Safety at stadia

CSA's Safety at Stadia Policy was updated in 2024 to reinforce safe, inclusive and well-managed match-day environments. The policy prohibits the entry of unaccompanied minors into cricket stadiums, underscoring that these venues may not be used as places of care. It aligns with CSA's broader commitment to crowd safety, risk mitigation and responsible event management. The policy draws on national legislation, including the Safety at Sporting and Recreational Events Act (2010), Occupational Health and Safety Act (1993), Disaster Management Act (2002), Liquor Act (2003), National Health Act (2003) and the Private Security Industry Regulation Act (2001). CSA's approach is further supported by internal frameworks such as the Accreditation Policy, Physical Security Policy and Stadium Operating Model and Hosting Agreement.



Outlook

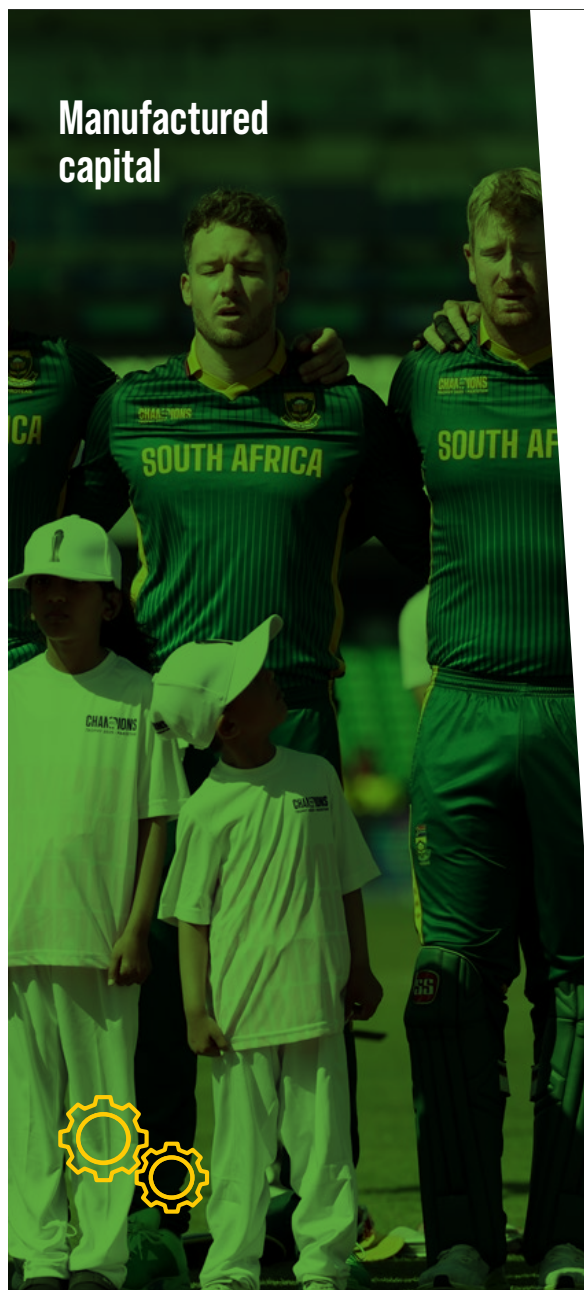
CSA will continue to embed partnerships, community engagement and stakeholder trust as core pillars of its strategy. Looking ahead, we aim to expand our collaborative footprint through deeper engagement with government, commercial partners and development stakeholders. The upcoming Phase IV of the National Youth Service Programme presents further opportunity to equip young people with skills while strengthening grassroots cricket structures.

Building on the success of Pink ODI 2024, CSA plans to scale social impact campaigns that connect cricket to national causes, reinforcing the role of sport in public life. Consistent rollout of the stakeholder engagement framework, including the deployment of a CRM system, will improve responsiveness, relationship management and reputational resilience.

Efforts to advance safeguarding, accreditation and child protection will be intensified to ensure consistent compliance across all Affiliates. As we prepare for major events like the *ICC Cricket Men's World Cup 2027*, CSA remains committed to using cricket as a force for positive societal impact, strengthened by inclusive partnerships and meaningful stakeholder collaboration.



Manufactured capital



WHAT MANUFACTURED CAPITAL MEANS TO CSA

Manufactured capital refers to the physical infrastructure and assets that enable cricket operations across South Africa. This includes stadiums, high-performance centres, pitches, practice facilities, grounds equipment and digital technology. These are essential enablers of performance, development and commercial sustainability

HOW MANUFACTURED CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

Manufactured capital is central to delivering quality cricketing experiences, maintaining operational efficiency and reinforcing CSA's reputation on the global stage. Modern and well-maintained facilities help attract international tours, support talent development and strengthen CSA's ability to grow the game and promote national pride.

Our approach

Our approach to managing physical infrastructure and technology focuses on enabling high-performance cricket and enhancing the overall experience for players, officials and fans. We prioritise the development and upkeep of safe, modern and fit-for-purpose facilities that meet regulatory standards and support the game's growth at all levels. Infrastructure investments aim to improve operational efficiency, increase the sport's visibility and broaden access. We continue to integrate advanced technologies to support player development and deepen fan engagement, helping to position cricket as a leader in sports innovation.



Highlights

Updated
cricketing infrastructure across multiple Affiliates, including major projects like the transformation of Boland Park into a mixed-use estate and the ongoing redevelopment of Newlands Cricket Ground

Improved player and training facilities through the installation of high-definition LED screens, upgraded pitch surfaces at SuperSport Park and the rollout of advanced performance analytics tools at select high-performance centres

Strengthened digital infrastructure to enhance fan engagement, with new interactive platforms and improved broadcasting capabilities rolled out across major venues

Invested in sustainable infrastructure, including solar energy systems, boreholes, water tanks and LED lighting to reduce environmental impact and operating costs

Maintained and modernised core facilities across Affiliates, ensuring safe, functional and athlete-friendly environments through ongoing repairs and refurbishment

Infrastructure management at Affiliate level

CSA's national footprint is supported by a network of accredited playing venues that are essential to delivering high-quality cricket across all levels. Each Affiliate is responsible for maintaining and upgrading its facilities in line with CSA's minimum standards and strategic priorities. Over the past year, Affiliates continued to invest in stadium improvements, training infrastructure and fan amenities. These efforts strengthen CSA's operational capacity, enhance the player and spectator experience and ensure venues remain fit for international and domestic competition.

AFFILIATE	GEOPOLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES	COMMENT
Boland Cricket	Western Cape	Boland Park – Paarl	Boland Park continues its transformation into the mixed-use Boland Oval estate in partnership with Staytus Collection. The development integrates residential, commercial and sports facilities, including a hotel and shopping centre, enhancing its status as a premier lifestyle and cricket destination in the Cape Winelands.
South-Western Districts Cricket		Recreation Ground – Oudtshoorn	Regular maintenance and facility checks ensure the Recreation Ground remains in good playing condition. Plans for ongoing upgrades support sustained quality and player experience.
Western Province Cricket Association		Newlands Cricket Ground – Cape Town	Newlands Cricket Ground continues to benefit from ongoing renovations and upgrades aimed at restoring its international premier status. Efforts focus on improving spectator amenities, player facilities and media infrastructure to support international and domestic cricket standards.

AFFILIATE	GEOPOLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES	COMMENT
Easterns Cricket Union	Gauteng	Willowmoore Park – Benoni	Willowmoore Park maintains high standards through routine upkeep of playing surfaces, player amenities and spectator facilities, with ongoing investments to support its role as a key venue in Gauteng.
Titans Cricket Union		SuperSport Park – Centurion	Technological enhancements, including high-definition LED screens and upgraded pitch management systems supported SuperSport Park’s reputation for excellent playing conditions and spectator experience.
Central Gauteng Lions		DP World Wanderers Stadium – Johannesburg	DP World Wanderers Stadium has benefited from seating and player facility upgrades, alongside the installation of high-definition LED screens. These improvements enhance fan experience and maintain the venue’s status as a leading cricket ground.
Free State Cricket Union	Free State	Mangaung Oval – Bloemfontein	Mangaung Oval underwent upgrades to seating, lighting and player facilities. This has improved match-day experience for spectators and ensuring high-quality playing conditions for participants.
Northern Cape Cricket	Northern Cape	Diamond Oval – Kimberley	Routine maintenance and inspections preserve pitch quality and player amenities at the Diamond Oval. Planned improvements aim to further enhance the venue’s readiness for domestic and regional competitions.



AFFILIATE	GEOPOLITICAL BOUNDARY	CSA-ACCREDITED PLAYING VENUES	COMMENT
Border Cricket	Eastern Cape	Buffalo Park – East London	Buffalo Park has undergone upgrades including new spectator stands and improved lighting. Planned renovations to player and media facilities will assist to align the stadium with CSA's vision for top-tier venues. Expansion plans are underway to increase capacity and introduce modern features.
Eastern Province Cricket		St George's Park – Port Elizabeth	St George's Park underwent refurbishment of seating, an upgraded scoreboard and improvements to pitch and outfield conditions. In the year under review, the venue supported community engagement through local events and grassroots cricket clinics.
North West Cricket	North West	JB Marks Oval – Potchefstroom	JB Marks Oval has improved its pitch and outfield facilities and upgraded spectator and media areas. The venue plays an active role in community outreach through youth tournaments and training programmes to promote grassroots cricket.
KwaZulu-Natal Cricket	KwaZulu-Natal	Hollywoodbets Kingsmead – Durban	Investments in training facilities, spectator stands and overall stadium amenities aim to enhance player performance and fan engagement at Hollywoodbets Kingsmead.
KwaZulu-Natal Inland		Pietermaritzburg Oval – Pietermaritzburg	Pietermaritzburg Oval underwent improvements including upgraded seating areas, lighting and modernised player facilities.
Limpopo Impala Cricket	Limpopo	Polokwane Cricket Club – Limpopo	Polokwane Cricket Club continues to enhance its training facilities, lighting and player amenities, supporting local and regional cricket events. The club actively engages the community through youth cricket programmes and tournaments.
Mpumalanga Cricket	Mpumalanga	Uplands College – White River	Uplands College has invested in pitch, outfield and training area upgrades to support both developmental and competitive cricket activities, reflecting CSA's commitment to growing the game in the region.

Technology and equipment

CSA's integration of technology is guided by a commitment to advancing performance and enriching the overall cricket experience. Across Affiliates, we continue to embed digital solutions that support athlete development, improve operational delivery and deepen engagement with fans. Advanced performance analytics tools have been adopted across training facilities to monitor and enhance player development. These systems offer detailed insights that inform targeted coaching and conditioning strategies.

To complement this, CSA has launched new interactive digital platforms that enhance the spectator experience. Broadcasting infrastructure has also been upgraded at key venues to deliver high-definition coverage and expand reach. Through these investments, CSA continues to position cricket as a leader in sports technology and innovation.

Outlook

Looking ahead, ongoing maintenance and strategic upgrades to our infrastructure will be crucial as we prepare for the *ICC Men's Cricket World Cup 2027*. Ensuring our venues meet the highest standards will be essential for delivering an exceptional tournament experience. Additionally, continuous investment in technology and equipment will play a key role in maintaining our competitive edge and increasing both player performance and fan engagement, supporting our long-term goals and vision for the future of cricket.

Natural capital



WHAT NATURAL CAPITAL MEANS TO CSA

Natural capital refers to the natural resources and ecosystem services that underpin the game of cricket. These include clean air, water, soil and biodiversity. For CSA, natural capital is foundational to the long-term sustainability of our operations and the health of the environments in which cricket is played. It affects the quality of playing fields, availability of water for irrigation, energy for stadium operations and the broader environmental footprint of cricket events.

HOW NATURAL CAPITAL SUPPORTS OUR STRATEGY AND AMBITION

CSA's commitment to responsible environmental stewardship is embedded in its long-term strategy. Sustainable management of natural capital enhances operational resilience, reduces cost pressures from resource scarcity and positions CSA as a responsible leader in African and global sport. It also supports compliance with national regulations and aligns with the expectations of environmentally conscious partners, stakeholders and fans.

Our approach

CSA recognises that the natural environment is a critical enabler of the sport's long-term success. Our ambition is to safeguard natural capital by integrating environmental stewardship into the core of cricket operations. We aim to responsibly manage resources, reduce our environmental impact and build a culture of sustainability across all levels of the sport. This aligns with CSA's broader strategy of creating a resilient, future-fit organisation that balances performance with purpose.

South Africa faces significant environmental constraints, including persistent water stress, ageing infrastructure and growing energy insecurity. Against this backdrop, CSA's Affiliates must balance operational demands with environmental responsibility. Our ambition is to ensure that environmental stewardship is no longer treated as an isolated or compliance-driven function, but is mainstreamed across strategy, operations and culture. This means going beyond incremental efficiencies and working towards long-term, systemic change in how cricket is played, managed and experienced. Natural capital is central to CSA's vision of cricket as a force for good, a sport that nurtures both human potential and planetary wellbeing.

Strengthening the environmental data foundation

In 2024/2025, we began consolidating environmental data from Affiliates to better understand our collective impact and track our progress. While several Affiliates submitted environmental KPIs, the quality and completeness of submissions varied. Affiliates such as Titans Cricket, Border, Western Province and Eastern Province provided detailed inputs on water and electricity consumption and described their on-site practices in areas like waste and emissions. Some Affiliates were unable to complete the environmental reporting templates, highlighting the need for targeted support and improved guidance to build data collection capabilities. Addressing these gaps will be a priority in the next reporting cycle, with a focus on training, standardisation and support for Affiliates with limited resources.

We recognise that strengthening quantitative data collection and achieving greater uniformity across Affiliates remains a critical priority. In response, CSA is developing support systems to improve data reliability, including training workshops, revised reporting tools and clearer timelines for submissions. These efforts aim to facilitate a consistent approach to environmental tracking across all 15 Affiliates, enabling better visibility of progress, risks and opportunities.

Highlights

CSA introduced a standardised approach and supporting toolkit to enhance the consistency and quality of environmental reporting across its Affiliates

Efficient water use was supported by advanced irrigation systems and rainwater harvesting at venues such as Boland Park, Hollywoodbets Kingsmead and SuperSport Park

The continued use of solar energy at Newlands Cricket Ground, SuperSport Park and DP World Wanderers helped reduce grid reliance and operational emissions

Titans Cricket and Border submitted monthly electricity and water consumption data, enabling improved analysis and benchmarking

DP World Wanderers

completed a transition to energy-efficient LED lighting and produced its first greenhouse gas emissions report covering Scope 1 and Scope 2 sources

Waste management efforts were strengthened through recycling and the use of biodegradable packaging, with fan engagement initiatives implemented at Hollywoodbets Kingsmead and St George's Park

Environmental governance

received dedicated attention at Board level, including through the Social and Ethics Committee and Audit, Governance and Risk Committee

Environmental stewardship

Environmental stewardship is embedded in CSA's stadium operating requirements as part of our commitment to responsible infrastructure management. Stadium operators must secure environmental impact assessments covering noise pollution, hazardous materials, water and sanitation systems, and waste removal. Match-day activities must be supported by formal waste management and recycling plans. Event approvals also require compliance with occupational health standards, including adequate sanitation facilities, vendor safety and mitigation of risks such as gas leaks or improper storage of materials. These requirements apply specifically to stadium and spectator safety, which is managed by CSA's affiliated members. Internal occupational safety covering administrative staff and internal operations is addressed through separate policies. This distinction is essential to ensure that environmental and health standards are effectively applied across all spheres of CSA's operations.

Water management

Water conservation remained a top priority, particularly in drought-prone regions. Newlands Cricket Ground and SuperSport Park continued to operate advanced irrigation systems that enabled more precise and efficient water use, reducing reliance on municipal supply without compromising pitch quality. Rainwater harvesting systems at venues like Boland Park and Hollywoodbets Kingsmead further bolstered water resilience by supplementing facility needs during peak periods. Some Affiliates also undertook maintenance of water infrastructure and adapted usage schedules in line with local water restrictions, demonstrating flexibility and awareness of broader community needs. These initiatives reflect a growing understanding of cricket's role as a responsible user of shared natural resources. They also highlight the benefits of proactive investment in water infrastructure, which can offer long-term cost savings and enhance operational sustainability.

Energy efficiency

CSA Affiliates made meaningful progress in reducing energy consumption and transitioning to more sustainable sources. Solar panel installations at Newlands Cricket Ground, SuperSport Park and the DP World Wanderers stadium remained central to Affiliates' energy strategies, helping to decrease reliance on the national grid and reduce emissions associated with electricity usage. Monthly data from Affiliates such as Border and Titans Cricket showed downward trends in electricity consumption, attributed to behaviour changes, tighter energy management and a shift to energy-efficient technologies. Notably, the replacement of conventional lighting with LED systems at multiple venues contributed to both environmental and financial performance improvements. These developments underscore the importance of scalable, practical energy interventions across stadium infrastructure.

Waste management and responsible disposal

Waste minimisation and recycling continued to gain traction across CSA venues, with a growing number of Affiliates reporting structured efforts in this area. At venues such as Hollywoodbets Kingsmead, Wanderers and St George's Park, recycling initiatives were supported by signage, staff training and public engagement to encourage fan participation. These venues introduced visible separation systems and formalised collection processes in partnership with waste contractors. Affiliates also piloted new approaches to reduce event-related waste, including the use of biodegradable food packaging and more efficient inventory management to limit excess. While there is still significant scope to scale these efforts nationally, these early initiatives provide a useful foundation and a model for broader adoption.

Emissions tracking and reduction

Although emissions reporting remains underdeveloped across the Affiliate network, CSA made progress in laying the groundwork for better emissions management. In 2024, the DP World Wanderers stadium produced its first emissions report, capturing Scope 1 and Scope 2 sources. This represents a major step forward in understanding our carbon footprint and sets an example for future assessments across other venues. Affiliates also reported reduced reliance on diesel generators owing to improved power continuity and maintenance, alongside efforts to track team and administrative travel. While these are still early indicators, they signal increasing awareness of emissions risks and a readiness to engage with this complex area more systematically in future.

Board oversight and environmental governance

The CSA Board has played a more active role in environmental oversight, particularly through the SEC. In 2024/2025, these bodies reviewed environmental disclosures, discussed systemic risks related to climate and energy and considered how sustainability performance could be better integrated into the group's risk framework and Affiliate evaluations. These discussions reinforced the Board's commitment to strengthening environmental governance and embedding accountability mechanisms across CSA's structures.

A key theme emerging from these engagements was the need for consistent data, stronger internal coordination and the development of national standards. The Board also began exploring the feasibility of setting Affiliate-level targets and developing a framework to monitor progress in a structured, transparent manner.

Outlook

Looking ahead, environmental stewardship will be strengthened as a strategic and operational priority. This will be supported by improved systems, clear accountability structures and visible leadership commitment. These efforts aim to protect the long-term sustainability of cricket while contributing to the broader environmental health of the communities where the game is played.

To support this goal, CSA is developing a unified environmental strategy to help Affiliates reduce negative environmental impacts and manage resources such as energy and water more effectively. The strategy will set out minimum expectations, introduce a standardised framework for data collection and performance indicators, and provide practical guidance on improving water and energy efficiency, tracking emissions and managing waste. It will also recognise the varying capabilities and starting points across Affiliates, ensuring that the approach remains inclusive and adaptable.

CREATING AND PRESERVING VALUE THROUGH GOOD GOVERNANCE

SECTION CONTENT

Governance philosophy and framework	72
Governance structure	73
Board report	73
Board Committees	78
List of acronyms	94
Thank you to our partners	95
GRI Index	96

CSA is committed to the highest standards of governance, ethics and integrity. These enduring principles shape how we operate, guide our decision-making and inform how we fulfil our mandate to cricket stakeholders. Sound governance practices are embedded across the organisation, underpinned by ethical conduct, accountability and a continuous commitment to transparency.

CSA's governance approach strikes a balance between strategic leadership and operational oversight, underpinned by a robust delegation framework and a dynamic committee structure. The Board provides stewardship through clearly defined focus areas, while performance evaluation mechanisms promote accountability and ensure responsiveness to stakeholder expectations and alignment with best practice, including King IV principles and preparatory steps towards King V.

This section outlines an overview of CSA's governance philosophy and framework, governance structure and delegation mechanisms, the Board's key focus areas and performance highlights, its composition and comprehensive reports from the Board committees.

5



Governance philosophy and framework

Purpose-driven governance

CSA is a non-profit organisation mandated to promote and develop cricket throughout South Africa. All capital and income are dedicated exclusively towards advancing this mandate. Our value creation approach integrates on-field excellence with strategic off-field initiatives to support inclusive growth and increase South Africa's footprint on the global cricketing arena.

Governance underpins our commitment to building a successful and inclusive cricketing system, aligned with our mandate to grow the game for the benefit of all South Africans. It provides the foundation for responsible leadership, ethical decision-making and long-term sustainability.

As the custodian of governance, the Board is committed to upholding ethical conduct, effective oversight and accountability in line with CSA's public interest responsibilities. The Board recognises its duty to serve the legitimate interests of all stakeholders and to lead a transparent, values-driven organisation. It adheres to the highest standards of governance, ethics and integrity, principles that shape CSA's operations and guide the fulfilment of its mandate across all levels of the game.

EFFECTIVE CONTROL

The Board exercises independent and rigorous oversight, enabled by defined roles, strong internal controls and a comprehensive delegation framework that ensures accountability across the organisation.

ETHICAL CULTURE

CSA supports a values-driven culture rooted in integrity, fairness and transparency, with the Board setting the tone through its conduct and decision-making.

SHARED VALUE

Our decisions are guided by the goal of delivering value to all stakeholders, balancing performance with meaningful impact to elevate the role of cricket in society and contribute to national development.

LEGITIMACY

CSA builds trust through transparent practices, inclusive governance and a proactive approach to meeting stakeholder expectations across all levels of the game.



Governance structure

The Board comprises individuals with the appropriate mix of skills, experience and diversity to contribute meaningfully to CSA's leadership and fulfil its strategic objectives. As at 30 April 2025, the Board consisted of 15 members: eight independent directors, five non-independent directors and two executive directors. This composition supports effective oversight, balanced decision-making and robust governance.

Authority is delegated to Board sub-committees and executive management through a delegation of authority framework and clearly defined terms of reference. This structure allows the Board to focus on matters reserved for its direct oversight, while committees operate under regularly reviewed mandates aligned with their areas of responsibility.

Changes to the Board

In line with King IV and principles of good governance, several changes were made to the composition of the Board during the year. Independent director Muditambi Ravele retired and was reappointed on 7 September 2024, while Vuyani Jarana was appointed as an independent director on the same date. Non-independent directors Yunus Bobat and Michael Eksteen also joined the Board. At the same time, Lawson Naidoo, John Mogodi and Simphiwe Ndzundzu retired on 7 September 2024. The Board thanks the retiring directors for their valuable contribution and commitment during their tenure, and welcomes the new directors who bring additional expertise and perspectives to Board deliberations.



Board report

During the year under review, the Board provided focused and holistic oversight offering strategic guidance to executive management across a range of key matters. The Board's decisions translated into tangible improvements across CSA's operations and we are encouraged by the continued value these changes deliver to stakeholders. This section highlights key Board actions and outcomes in relation to the specific priorities identified for the reporting period. These focus areas extend beyond routine governance responsibilities and reflect matters that required elevated attention, strategic input or direct Board intervention to enable effective execution by the executive team.

Attendance register

- KEY**
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

DIRECTOR	DATE APPOINTED	DATE RETIRED/RESIGNED	ATTENDANCE
Independent non-executive directors			
Pearl Maphoshe	26 November 2022		7/7
Ncumisa Mayosi	09 October 2023		7/7
John Burke	02 September 2023		7/7
Andrew Hudson	12 June 2021		6/7
Palesa Kadi	26 November 2022		6/7
Mark Rayner	12 June 2021		7/7
Vuyani Jarana	● 07 September 2024	Appointed – 07 September 2024	5/7
Muditambi Ravele	● 12 June 2021	Retired and reappointed 07 September 2024	6/7
Non-executive directors			
Thato Moagi	02 September 2023		6/7
Tebogo Siko	12 June 2021		7/7
Yunus Bobat	New Appointment – 07 September 2024		4/7
Craig Nel	12 June 2021		6/7
Michael Eksteen	● New Appointment – 07 September 2024		4/7
Lawson Naidoo	● 12 June 2021	Retired – 07 September 2024	2/7
John Mogodi	● 12 June 2021	Retired – 07 September 2024	2/7
Simphiwe Ndzundzu	● 12 June 2021	Retired – 07 September 2024	2/7

Executive Directors

DIRECTOR	DATE APPOINTED	ATTENDANCE
Pholetsi Moseki	12 June 2021	6/7
Tjaart vd Walt	1 August 2022	7/7



KEY FOCUS AREA	BOARD OVERSIGHT AND OUTCOMES
Affiliate financial sustainability and governance	The Board maintained active oversight of Affiliate compliance and sustainability in line with its fiduciary duty to uphold governance standards across all levels of cricket. This included monitoring the financial health, audit readiness and operational effectiveness of Members. In instances of persistent non-compliance, such as with Border Cricket and Northern Cape Cricket, the Board implemented CSA's step-in process. As part of a structured intervention, both Affiliate Boards were dissolved, administrators were appointed and clear milestones were established to guide their rehabilitation. These measures demonstrate CSA's commitment to accountability, transparency and prudent resource stewardship within its broader cricket ecosystem. Additionally, the Board collaborated with executive management to ensure remediation plans were adequately supported and appropriately resourced and that amateur and professional cricket continues to be played.
Upholding ethical leadership and CSA's human rights position	In guiding CSA's response to global matters of principle, the Board demonstrated leadership on ethical positioning aligned with the organisation's values. This was evident in the deliberation concerning Afghanistan's exclusion of women from the sport. The Board resolved to explore support mechanisms for displaced Afghan women cricketers. This decision reflected CSA's commitment on human rights, inclusion and the advancement of gender equity within the global cricket community.
Embedding sustainability into CSA's strategic agenda	The Board supported the integration of sustainability into CSA's governance framework, recognising its relevance for long-term organisational resilience. A Sustainability Task Team was constituted with clear terms of reference to provide guidance on priorities related to financial sustainability.
Oversight of stakeholder representation and alignment	The Board strengthened its role in aligning CSA's external representation with internal governance expectations. This included clarifying mandates for CSA representatives on external bodies such as the ICC and internal task teams. Instances of unclear authority and feedback mechanisms were raised and addressed through the implementation of standardised terms of reference and improved reporting lines. To further promote alignment and governance cohesion, a joint session was convened between the Board and the Members' Council, alongside targeted engagements between their respective leadership groups, supported by a structured feedback framework. These interventions supported CSA's credibility and influence across key stakeholder platforms.
Promoting Board cohesion and transparent decision-making	The Board maintained a transparent and accountable governance environment, even in instances of divergence or dissent. Key decisions were subject to robust deliberation, with minority objections and abstentions formally recorded. This approach reflected a culture of principled engagement, reinforcing Board cohesion while enabling decisive governance in line with CSA's values. In support of continual improvement, the Board conducted limited peer reviews and governance workshops aimed at enhancing director engagement and Boardroom dynamics. Plans are underway to institutionalise more frequent peer reviews and Board evaluations, further reinforcing a culture of accountability, performance learning and continuous governance refinement.
Gender inclusion and transformation leadership	The Board remained committed to advancing gender equity as a core component of CSA's transformation agenda. This included oversight of women's cricket development and broader advocacy efforts. The Afghanistan resolution further demonstrated the Board's willingness to leverage its platform to promote gender inclusion both nationally and globally. Directors also emphasised the importance of engaging female players in strategic discussions and decision-making, reinforcing CSA's position as a transformation leader in sport. Notably, the Board is led by a woman and supported by a female Lead Independent Director, an important marker of progress in enhancing gender representation within a traditionally male-dominated sport.

Board of Directors

Independent directors



PEARL MAPHOSHE
CHAIRPERSON



NCUMISA MAYOSI
LEAD INDEPENDENT DIRECTOR



JOHN BURKE



ANDREW HUDSON



PALESA KADI



MARK RAYNER



VUYANI JARANA



MUDITAMBI RAVELE

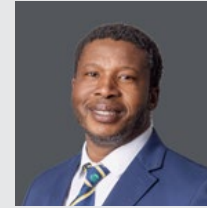


- Audit, Governance and Risk Committee
- Finance and Commercial Committee
- Social and Ethics Committee
- Cricket Committee
- HR and Remuneration Committee
- Diversity, Equity and Inclusion Committee
- Cricket Pipeline Committee
- Nominations Committee

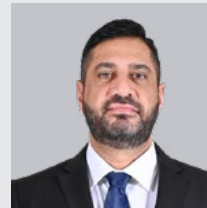
Non-independent directors



THATO MOAGI



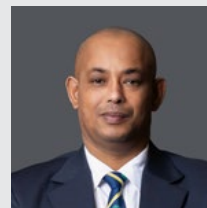
TEBOGO SIKO



YUNUS BOBAT



CRAIG NEL



MICHAEL EKSTEEN



Executive directors



PHOLETSI MOSEKI
CEO



TJAART VAN DER WALT
CFO

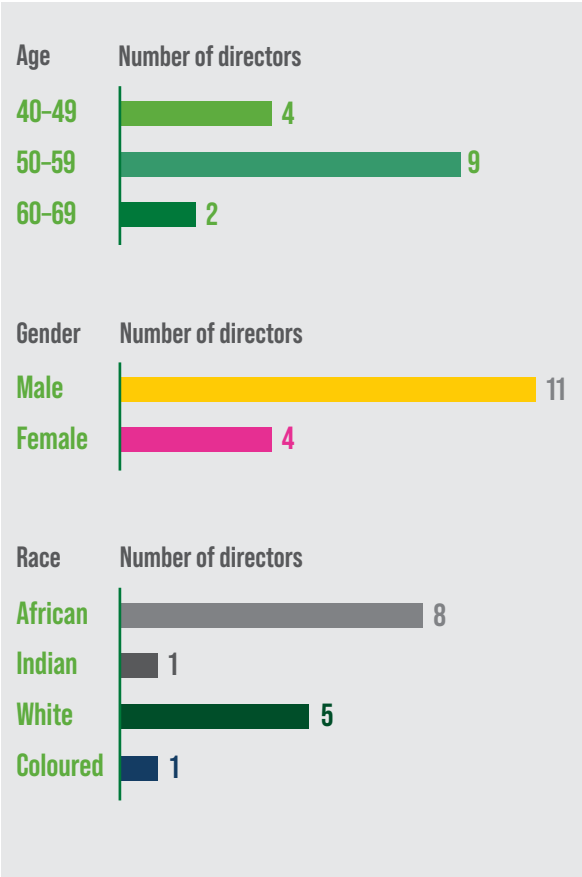


Read about
our directors here



Board diversity

The Board is committed to growing diversity and inclusion, bringing together a rich tapestry of perspectives and experiences. Its current composition spanning various age groups, genders and racial backgrounds reflects a broad spectrum and inclusive representation. This diversity enriches the Board’s decision-making processes and supports a more holistic approach to meeting the needs of CSA’s stakeholders.



Leadership responsibilities at CSA



MEMBERS' COUNCIL	ROLE AND RESPONSIBILITIES OF THE BOARD	ROLE AND RESPONSIBILITIES OF THE BOARD CHAIRPERSON	ROLE AND RESPONSIBILITIES OF THE NON-EXECUTIVE DIRECTORS	ROLE AND RESPONSIBILITIES OF THE EXECUTIVE DIRECTORS
The Members' Council comprises 15 members, each responsible for the governance and development of amateur cricket in their designated regions. As the custodian of CSA's shareholder structure, the Council upholds alignment with national policies and objectives and plays a key role in promoting transformation, participation and sustainability across the grassroots cricket ecosystem.	The Board oversees CSA's overall governance and strategic direction. Its responsibilities include setting long-term objectives, monitoring organisational performance, appointing and evaluating executive leadership, approving policies and upholding compliance with legal and regulatory obligations. The Board is responsible for safeguarding financial integrity, protecting stakeholder interests and embedding sound governance practices that are aligned with CSA's values and public mandate. It also provides stewardship of risk, ethics and organisational culture by setting the tone at the top. Through ongoing Board renewal, rotation policies and self-evaluation processes, it promotes diversity, accountability and a culture of continuous improvement.	The Chairperson provides leadership to the Board and ensures it functions effectively. This includes facilitating constructive discussions, promoting efficient meetings and sound decision-making. As the Board's representatives in key engagements, the Chairperson sets the ethical tone and offers strategic leadership, working closely with the CEO and executive team to align governance oversight with operational execution. Additionally, the Chairperson also leads Board evaluations, champions strong governance practices and oversees matters related to Board composition, renewal and succession planning.	Non-executive directors play a pivotal role in providing independent oversight and strategic insights. They challenge and guide management decisions, enhance the quality of Board deliberations and uphold high standards of governance. Through their participation in Board committees, they bring specialised expertise in areas such as audit, risk, remuneration and cricket operations, helping to maintain objectivity and accountability.	Executive directors are responsible and accountable for managing CSA's day-to-day operations and implementing its strategic objectives. They lead the organisation's functions, manage resources and provide the Board with regular updates on key developments and performance metrics. Their responsibilities include translating strategy into operational outcomes, promoting CSA's values and cultivating a high-performance and inclusive culture. The CEO, as the lead executive, reports directly to the Board and is held accountable through strategic oversight, defined performance metrics and formal review processes conducted on a regular basis.

Company Secretary

Ms Viwe Mngambi supports the Board in fulfilling its legal and regulatory obligations, while meaningfully contributing to the ongoing enhancement of CSA's governance practices. Her role includes maintaining accurate corporate records, coordinating Board and committee meetings as well as facilitating effective communication between the Board, management, Members' Council and key stakeholders. In addition to her core responsibilities, Ms Mngambi has been instrumental in promoting policy alignment across governance structures, enhancing quality of documentation and facilitating timely dissemination of key resolutions to relevant stakeholders.

She also supports the Members' Council in fulfilling its governance and statutory responsibilities, in line with CSA's two-tier governance structure, where the Council operates in proximity with the broader organisation. Her involvement is essential in maintaining clarity of roles and responsibilities, supporting alignment and promoting compliance across all levels of the organisation.

Additionally, under the mandate of the Audit, Governance and Risk Committee, Ms Mngambi plays a key role in overseeing and monitoring statutory and governance compliance at the Affiliate level. She also facilitates Board governance training to assist Affiliate Members in meeting and understanding their obligations and upholding CSA's governance standards. The Board is satisfied with Ms Mngambi's performance and acknowledges her valuable contributions during the year under review, particularly in strengthening CSA's governance and compliance frameworks.

Embedding sound governance practices

Risk governance

The Board plays a central role in overseeing effective risk governance across CSA in accordance with the powers and duties outlined in the Memorandum of Incorporation (MOI). Its responsibilities include approving the ERM framework, reviewing the organisation's risk register and reviewing emerging risks. During the period, the Board actively assessed financial risks such as delayed sponsor payments and increased litigation exposure, as well as operational risks such as compliance shortfalls, player conduct matters and infrastructure vulnerabilities. Risk mitigation strategies were reviewed and stress-tested through relevant committees and executive reporting mechanisms to reinforce organisational resilience. The Board also monitored the implementation of internal audit recommendations and worked to ensure alignment between CSA's risk appetite and operational decision-making.

IT governance

IT governance remained a strategic priority for CSA, with particular emphasis on systems integration, cybersecurity and digital transformation. In line with its oversight mandate as defined in the MOI, the Board exercised oversight through its committees to ensure key IT investments, including the new integrated player registration system, were aligned with CSA's organisational objectives. The Board monitored progress on strengthening IT controls and managing risks related to system downtime and data breaches. Recognising the pivotal role of digital transformation in sport, the Board supported initiatives to modernise data architecture, refining technology procurement processes and integrating IT planning with CSA's growth agenda.

Internal controls

The Board maintained oversight of improvements to CSA's internal control environment, focusing on procurement processes, payroll integrity and financial reporting accuracy. In accordance with its responsibilities under the MOI, the Board ensured that management implemented audit-driven action plans to address identified control weaknesses and reinforce compliance with internal policies. The Board also endorsed efforts aimed at digitising control checkpoints and increasing accountability among line managers. Internal audit findings and control self-assessments were actively utilised to strengthen financial governance and support operational discipline.

Conflict of interest

Given the Board's composition, which comprises both independent and non-independent directors, the potential for varying perspectives in governance deliberations is a natural feature of its oversight role. While all contributions are valued and respected, the Board consistently prioritised independence and ethical conduct in its decision-making processes. In line with CSA's Conflict of Interest Policy and its responsibilities outlined in the MOI, directors were required to declare personal or financial interests at every meeting. Where relevant, directors recused themselves from related discussions and decisions. Notably, conflict declarations were actively monitored in sensitive matters such as the awarding of commercial contracts and the appointment of service providers.

Ethics and whistleblowing

The Board is in the process of further strengthening CSA’s ethical foundations and culture through a rigorous review of the existing Ethics Code, as well as the development of the ethics framework in collaboration with the SEC. During the year, whistleblower reports were formally reviewed and, where necessary, escalated to the appropriate external authorities. In promoting a transparent governance culture, the Board also raised awareness of available whistleblowing channels, including independent and anonymous reporting mechanisms. These efforts form part of CSA’s ongoing commitment to integrity and accountability and creating an organisational environment where ethical concerns can be raised and addressed without fear of reprisal.

Board evaluation

As part of CSA’s commitment to ongoing governance enhancement, the Board undertook a formal performance evaluation during the year, facilitated by external governance specialists. The assessment encompassed areas such as Board composition, meeting effectiveness, committee structure and individual contributions. The results affirmed that the Board continues to operate effectively, with strong committee engagement and sound oversight.

However, the evaluation also highlighted several developmental opportunities, notably culture and dynamics, strategic foresight and succession planning. Opportunities exist to strengthen cohesion and trust, promoting more robust engagement and enhancing the alignment between governance and management functions. The findings aligned with recommendations in the evaluation report, particularly around clarifying committee mandates, nurturing a more collegiate atmosphere and implementing structured feedback mechanisms to enhance individual and collective performance.

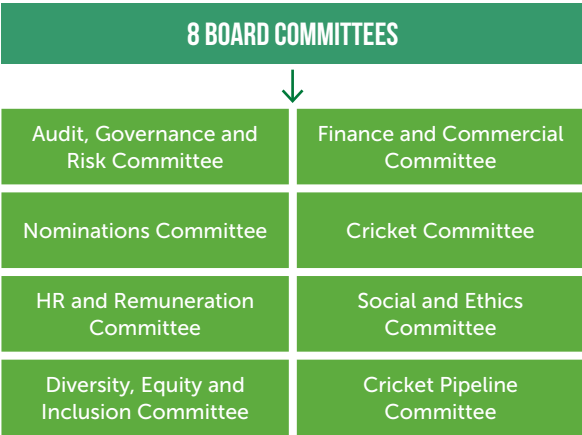
These insights will help shape targeted capacity-building initiatives and guide future governance development. The Board remains committed to refining its strategic focus and cultivating a high-performance culture that aligns with CSA’s long-term objectives.

ESG governance

The Board has increasingly focused on embedding ESG considerations into CSA’s governance and strategic agenda. Environmental sustainability, social impact and governance maturity are now core components of Board deliberations. Oversight of key ESG matters, such as gender equity, ethical conduct, transformation and environmental stewardship within stadiums, has been delegated to the respective Board committees. During the reporting period, the Board committed to formalising an ESG framework aligned with international best practices and embedding it into CSA’s policies, risk registers and performance scorecards.

Board committees

The Board has established eight committees to support the effective execution of its duties and responsibilities. Each committee operates under formal written terms of reference, which are reviewed regularly to ensure they remain fit for purpose and aligned with CSA’s governance framework. Committees comprise members with the requisite expertise. The Board maintains ongoing oversight of these committees to ensure accountability and provide comprehensive coverage across key functional areas of the organisation.



Interdependency of Board committees

The Board’s committees operate in a coordinated and complementary manner, with their responsibilities often intersecting across governance, risk, finance and operations. To support integrated oversight, each committee submits detailed reports to the Board and shares resolutions and key recommendations with all directors. This collaborative approach enhances transparency, supports informed decision-making and promotes effective alignment across all areas of governance.

Audit, Governance and Risk Committee (AGRC)

Mandate

The AGRC provides oversight of CSA’s financial reporting, risk management and governance practices. Its responsibilities include reviewing the integrity, accuracy and transparency of financial statements, evaluating the adequacy and effectiveness of internal risk controls, monitoring compliance with legal, regulatory and fiduciary obligations. The committee plays a key role in strengthening governance frameworks.

In addition, the committee oversees both internal and external audit functions to ensure objectivity, accountability and continuous improvement in organisational practice. Through this, the committee promotes a culture of ethical conduct across the organisation.

Composition and attendance

The committee comprises four members, the majority of whom are independent non-executive directors. It held five meetings during the year under review.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Palesa Kadi (Chairperson)	5/5	
Mark Rayner	5/5	
John Burke	5/5	
John Mogodi	3/5	Retired – September 2024
Vuyani Jarana	2/5	Appointed – October 2024
PERMANENT INVITEES		
Pholetsi Moseki	5/5	
Tjaart van der Walt	5/5	
Viwe Mngambi	5/5	
INDEPENDENT EXPERT		
Naidene Ford-Hoon	4/5	

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM



Performance overview

The committee maintained a strong focus on the integrity of financial reporting, risk oversight, internal controls and ethical governance, thereby supporting the Board's accountability to stakeholders. It comprises members with expertise in finance, legal and governance, enabling robust oversight and informed decision-making. Key activities and outcomes during the year:

- **Strengthening internal control systems:**

The committee reviewed internal audit findings and oversaw the implementation of remedial actions across multiple functions. These initiatives were executed within CSA's combined assurance framework, strengthening collaboration between internal audit, risk and compliance functions to reinforce cohesive governance oversight.

- **Enhancing risk governance:** AGRC reviewed CSA's risk register at multiple intervals throughout the year and monitored mitigation plans for priority risks, including reputational exposure, stakeholder dissatisfaction and compliance lapses. The committee promoted stronger alignment between strategic risk assessments and organisational performance objectives.

- **Upholding financial reporting quality:**

The committee reviewed quarterly and annual financial reports, with the latter being recommended to the Board for approval, engaging with both internal and external auditors to ensure accuracy, transparency and completeness of disclosures. Particular attention was given to the timeliness and quality of Affiliate submissions and the financial impact of audit delays.

- **Overseeing audit functions:** AGRC maintained regular engagement with the external auditor, reviewing audit scope, key findings and auditor independence. It also assessed the effectiveness of the internal audit function and contributed to the planning of future internal audit cycles, with a focus on prioritising high-risk areas to enhance assurance coverage.
- **Monitoring compliance and governance practices:** The committee reviewed compliance registers, declarations of interest and legal matters. It also considered governance-related concerns raised by stakeholders, reinforcing CSA's commitment to integrity, transparency and sound decision-making. Although not formally mandated to do so, the AGRC also reviewed mechanisms related to ethical conduct and whistleblower protocols reinforcing CSA's commitment to integrity and a culture of transparency and accountability.
- **Providing governance advice to the Board:** Throughout the period, the committee advised the Board on matters relating to ethical governance, financial prudence and regulatory compliance. It also played a major role in deliberations around Affiliate interventions and supported the Board's response to reputational risks stemming from the changing cricket landscape.

The committee is satisfied that it has fulfilled its duties as outlined in its terms of reference.

Outlook

In the year ahead, the committee will prioritise the continued strengthening of CSA's governance and risk management practices. Key focus areas include enhancing the alignment between risk appetite and strategic objectives, overseeing the timely resolution of internal audit findings and supporting the refinement of CSA's combined assurance model. The committee also aims to strengthen compliance monitoring, particularly at Affiliate level and to promote ethical leadership across all levels of the organisation through the implementation of statutory compliance and governance monitoring tools.

In the context of increasing scrutiny and evolving risk landscapes, the AGRC remains committed to safeguarding CSA's integrity and supporting the Board in exercising sound, transparent and forward-looking oversight.



Finance and Commercial Committee (FinCom)

Mandate

The FinCom oversees CSA’s financial performance and commercial strategy. Its responsibilities include reviewing financial statements, monitoring key financial metrics and evaluating commercial initiatives to ensure alignment with the organisation’s long-term goals. The FinCom works closely with the AGRC on matters where financial oversight intersects with governance, risk and compliance. This includes oversight of the AFS, Affiliate sustainability, investment decisions and reputational risks. While each committee maintains a distinct mandate, their collaboration ensures cohesive oversight and supports CSA’s commitment to integrated governance.

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Composition and attendance

The committee comprises seven members, the majority of whom are independent non-executive directors. It convened seven meetings during the year under review.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Mark Rayner (Chairperson)	7/7	
Andrew Hudson	5/7	
Palesa Kadi	7/7	
John Mogodi	● 2/7	Retired – September 2024
Lawson Naidoo	● 2/7	Retired – September 2024
Craig Nel	7/7	
Yunus Bobat	● 4/7	Appointed – October 2024
Vuyani Jarana	● 4/7	Appointed – October 2024
John Burke	● 5/7	Appointed – October 2024
PERMANENT INVITEES		
Pholetsi Moseki	7/7	
Tjaart van der Walt	7/7	
Viwe Mngambi	6/7	
INVITEES		
Andrew Breetzke	7/7	
Donovan May	7/7	
Wanele Mngomezulu	6/7	
Mtunzi Jonas	7/7	

Performance overview

In a year characterised by a constrained economy and heightened scrutiny, the committee played a central role in safeguarding CSA’s liquidity, reviewing and approving commercial deals as per the delegation of authority and supporting the organisation’s long-term financial sustainability. Its efforts contributed to prudent resource management, improved revenue alignment and enhanced transparency in financial reporting.

Key activities and outcomes during the year included:

- Financial health and cash flow management:** The committee reviewed management accounts and cash flow reports at each meeting, maintaining close oversight of CSA’s liquidity position. It also supported the strategic reallocation of surplus funds across investment vehicles to optimise returns while complying with the organisation’s investment policy thresholds.
- Commercial strategy and broadcast deal negotiations:** A key focus was the India T20 series and its associated commercial implications. CSA has committed R350 million in funding for capital expenditure to upgrade eight stadiums in preparation for the *ICC Men’s Cricket World Cup 2027*. This investment forms part of a strategic infrastructure programme aimed at meeting ICC’s enhanced venue standards, designed to elevate spectator experience and ensure operational readiness. The planned upgrades include critical enhancements such as LED lighting installations, improvements to cricket pitches, upgrades to the field of play and practice facilities, and compliance with broadcast and accessibility requirements. CSA is actively engaging with government and private sector stakeholders to co-fund the initiative, positioning the tournament as a legacy project that will deliver long-term value for cricket development, tourism growth and broader socioeconomic upliftment. The committee also provided oversight on new sponsor engagements where pleasing progress was made in the year.

- **Financial sustainability:** In response to the projected impact of the changing cricket landscape as well as economic realities on CSA's financial sustainability, the committee oversaw the continuation of the Financial Sustainability project under a dedicated Sustainability Task Team. This team was mandated to explore operational efficiencies, consider the restructuring of domestic cricket and assess the feasibility of establishing a Cricket Foundation to safeguard development pathways and high-performance programmes.
- **Annual financial statements and compliance:** The committee reviewed and recommended approval of the 2025 AFS. It also guided enhancements to financial disclosures, ensuring compliance with relevant accounting standards and reinforcing the organisation's commitment to transparency.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.

Outlook

In the year ahead, the committee will continue to prioritise CSA's financial sustainability and long-term commercial viability. This includes strengthening oversight of Affiliate funding frameworks, refining cost-efficiency measures through the Financial Sustainability project and supporting efforts to diversify revenue generation. Focus will be placed on optimising the value of key broadcast and sponsorship agreements, while maintaining prudent financial discipline in a constrained economic environment. The committee remains committed to advising the Board on matters of resource allocation, financial resilience and commercial strategy in alignment with CSA's broader strategic goals.

Social and Ethics Committee (SEC)

Mandate

The SEC is a statutory committee of the Board of CSA's NPC and is constituted in terms of section 72(4) of the Companies Act 71 of 2008 and article 27.2 of the CSA MOI with due consideration of the King IV Report on Corporate Governance for South Africa, 2016.

The SEC oversees CSA's social responsibility initiatives and ethical practices. Its mandate includes promoting ethical standards within the organisation, facilitating meaningful engagement in corporate social investment initiatives, addressing reputational risks to enhance CSA's public image and upholding governance standards, including oversight of disciplinary matters. As a champion of CSA's public-interest mandate, the committee also plays a key role in integrating ESG considerations into strategic planning and operational execution. In addition, the SEC monitors CSA's compliance with human rights, labour practices and anti-discrimination commitments, helping to ensure CSA remains a transparent, ethical and accountable sporting institution.

Composition and attendance

The committee comprises five members, the majority of whom are independent non-executive directors. The committee held four meetings during the year under review.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Ncumisa Mayosi (Chairperson)	4/4	
John Mogodi	1/4	Retired – September 2024
Simphiwe Ndzundzu	1/4	Retired – September 2024
Muditambi Ravele	1/4	Rotated – September 2024
Pholetsi Moseki	4/4	
Tjaart van der Walt	3/4	
Yunus Bobat	2/4	Appointed – October 2024
Craig Nel	3/4	Appointed – October 2024
PERMANENT INVITEES		
Refentse Shinnars	4/4	
Viwe Mngambi	4/4	

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Performance overview

The SEC exercised oversight of CSA's ethics, stakeholder engagement and transformation commitments in line with its statutory mandate. The committee maintained a strong focus on reputational risk, internal ethics structures and compliance with national transformation frameworks. Through regular engagement with management and other Board committees, the SEC played a key role in safeguarding CSA's core values and public trust while promoting ethical conduct across all levels of the organisation.

Key activities and outcomes during the year included the following:

- **Oversight of ethics and governance frameworks:** The SEC maintained active oversight of the review of CSA's Code of Ethics and supported efforts to formalise a broader ethics framework. Recognising the importance of clearly defining the Committee's role and responsibilities, the SEC engaged with The Ethics Institute to strengthen its approach. These engagements led to the planning of a dedicated workshop aimed at finalising the revised Code of Ethics and guiding the development of a comprehensive ethics framework.
- **Stakeholder relations and public affairs:** The Public Affairs Executive regularly updated the committee on internal and external communication activities, stakeholder engagements and reputational risk management. Key interventions included content development, improved crisis communication protocols and expanded stakeholder outreach, such as efforts to increase participation of key government representatives at CSA events.

- **Reputation and risk management:**

The committee received detailed risk reports related to brand integrity, governance weaknesses and transformation non-compliance. Specific attention was given to the reputational risks associated with player selection and squad announcements, particularly where internal misalignment and transformation-related backlash were highlighted. In response, CSA's risk register was updated to reflect these concerns.

- **Anti-corruption oversight:** The committee monitored ongoing investigations into corruption allegations. These matters are being addressed through coordinated processes between the SEC and AGRC processes, with final reporting to be concluded through joint efforts. Whistleblower cases and ethics hotline reports were reviewed in closed sessions to ensure confidentiality and appropriate follow-up.

- **Employee wellness and workplace ethics:** Following the passing of a CSA employee under difficult circumstances, the committee assessed the organisation's mental health support systems, escalation procedures for serious complaints and broader duty-of-care practices. Management was requested to finalise an internal close-out report addressing the allegations raised, with a view to strengthen organisational support and safeguarding employee wellbeing.

The committee is satisfied that it has fulfilled its duties as outlined in its terms of reference.

Outlook

In the coming year, the SEC will prioritise finalising CSA's ESG and ethics frameworks, supported by internal workshops and advisory input from The Ethics Institute. Broader implementation, including alignment with CSA's risk register and strategic priorities, is expected to follow. The committee will also continue to strengthen stakeholder communication, reputational alignment and ethics oversight in response to evolving risks and governance expectations.



Cricket Committee

Mandate

The Cricket Committee oversees all aspects of cricket operations and development within CSA. Its responsibilities include guiding domestic and high-performance structures, monitoring national team performance, supporting player development pathways and advising on technical, coaching and competition-related matters. The committee ensures that cricketing strategies are aligned with CSA’s vision for excellence, transformation and long-term sustainability of the game.

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Composition and attendance

The committee comprises 10 members, the majority of whom are non-independent non-executive directors. The committee held five meetings during the year.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Andrew Hudson (Chairperson)	5/5	
Farhaan Berhardien	5/5	
Vernon Philander	2/5	Appointed – September 2024
Simphiwe Ndzundzu	1/5	Retired – September 2024
Thato Moagi	5/5	
Craig Nel	1/5	Rotated – October 2024
Yunus Bobat	1/5	Rotated – October 2024
Tebogo Siko	5/5	
Heinrich Strydom	4/5	
Daleen Terblanche	5/5	
Dr M Moosajee	1/5	Appointed – October 2024
Pholetsi Moseki	4/5	
Enoch Nkwe	3/5	
PERMANENT INVITEES		
Edward Khoza	5/5	
Viwe Mngambi	5/5	

Performance overview

The Cricket Committee provided strategic oversight of CSA’s cricketing operations, structures and performance systems. With a focus on high-performance outcomes, transformation within the game and strengthening of development pathways, the committee worked closely with management and Affiliates to ensure the sustainability and competitiveness of South African cricket. Its deliberations reflected a commitment to excellence on the field, equitable access to opportunities and system-wide alignment with CSA’s long-term vision for the sport.

Key activities and outcomes during the year included:

- Oversight of cricket systems and structures:**
The committee provided strategic input into the ongoing restructuring of South Africa’s domestic cricket landscape. This included reviewing the performance of Affiliates, refining the provincial competition framework and exploring the potential return to a unified domestic structure. The committee also reviewed pipeline development strategies, with a particular emphasis on strengthening talent identification, retention and progression across all levels of the game.
- Executive restructuring to support cricket operations:**
As part of CSA’s strategic refinement of its cricket operational structures, a clear delineation has been introduced between national and domestic responsibilities. This shift has culminated in the appointment of Edward Khoza to the Executive Management team, with a dedicated focus on domestic cricket and pathway development, signalling CSA’s recognition of domestic cricket as a strategic priority warranting executive-level focus. Concurrently, this restructuring has enabled Enoch Nkwe to focus exclusively on the National Men’s and Women’s teams, ensuring sharper attention to elite performance, squad preparation and international competitiveness.

- **Integration of high-performance coaching structure:**

In line with CSA's evolving high-performance strategy, the coaching portfolios for white-ball and red-ball formats have been consolidated under a unified leadership structure. This integration reflects a strategic shift toward greater continuity in player development, tactical synergy across formats and improved resource optimisation. The combined approach is intended to build a consistent team culture and technical philosophy, while enabling improved alignment in selection, player workload management and succession planning. The committee regards this shift as crucial for sustaining competitiveness across bilateral series and ICC tournaments.

- **National team performance and technical matters:**

The performance of the men's and women's national teams was closely scrutinised, particularly in relation to international cricket. The committee noted encouraging progress in the women's game and engaged in detailed discussions on selection policies, central contracting and succession planning. Technical aspects such as match preparation standards, player workload management and the adequacy of team support structures were also considered.

- **Focus on women's cricket:** Significant attention was given on advancing the growth and professionalisation of women's cricket. The committee supported increased investment in domestic women's structures, advocated for broader enhanced media coverage and commercial partnerships and the integration of former women players in strategic discussions, reflecting CSA's commitment to transformation and gender inclusivity.

- **Player welfare and stakeholder engagement:**

The committee engaged with SACA and Affiliate representatives on player welfare, player contracts and workload management. The wellbeing of players during congested periods in the calendar, especially during the SA20 and ICC fixtures, was prioritised. Contracting processes were reviewed regularly to ensure alignment with player availability and succession planning and performance demands.

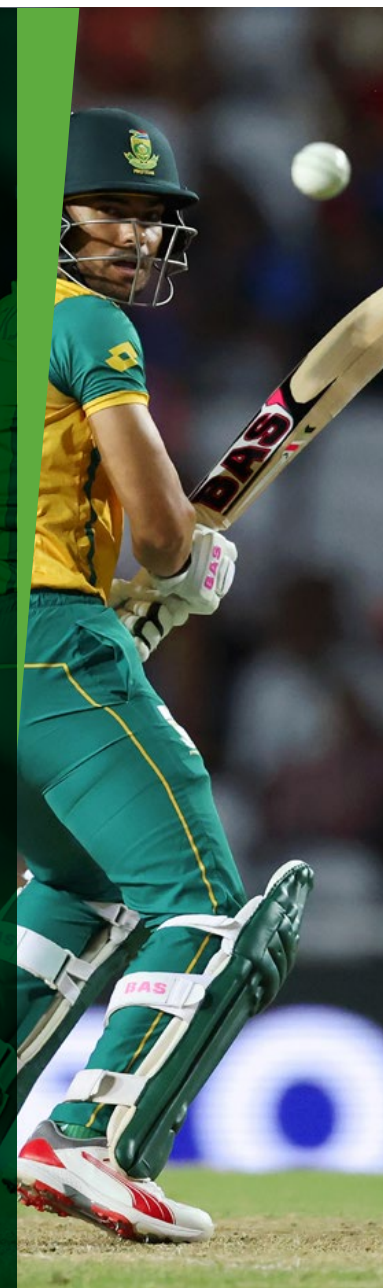
- **Talent development and pathways:**

The committee endorsed initiatives aimed at expanding and strengthening cricket development pathways from school level to professional ranks. This included monitoring the rollout of development programmes in underserved areas, supporting high-performance interventions and championing a more integrated and inclusive pipeline to underpin CSA's long-term global competitiveness.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.

Outlook

In the year ahead, the committee will deepen its focus on building a strong, inclusive and high-performing cricket ecosystem. Key priorities include finalising the review of domestic structures, enhancing the women's game and strengthening the high-performance pipeline. The committee will also provide continued oversight of national team strategies, player development and succession planning. In line with CSA's strategic intent, the committee aims to promote sustainability and transformation in cricket while balancing performance outcomes with long-term system resilience. Strengthening alignment across Affiliates and stakeholder bodies will remain a central pillar of these efforts.





HR and Remuneration Committee

Mandate

The HR and Remuneration Committee oversees CSA's human capital policies, executive remuneration and overall people strategy. Its responsibilities include reviewing performance management frameworks, succession planning and talent development, while ensuring compensation practices are fair, transparent and competitive aligned with CSA's strategic objectives. The committee also ensures that CSA's human capital policies adhere to governance standards and reflect ethical, inclusive and sustainable employment practices.

Composition and attendance

The committee comprises five members, four of whom are independent non-executive directors. The committee held six meetings during the year.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Vuyani Jarana (Chairperson)	4/6	Appointed – October 2024
Pearl Maphoshe	6/6	
Muditambi Ravele	1/6	Rotated – October 2024
John Burke	6/6	
Ncumisa Mayosi	1/6	Rotated – October 2024
Craig Nel	4/6	Appointed – October 2024
Michael Eksteen	4/6	Appointed – October 2024
PERMANENT INVITEES		
Pholetsi Moseki	6/6	
Devni Naidoo- Ferdie	4/6	
Tjaart van der Walt	5/6	
Viwe Mngambi	6/6	

KEY	● Retired at the 2024 AGM
	● Appointed at the 2024 AGM
	● Retired and Re-elected at the 2024 AGM

Performance overview

The Human Resource and Remuneration Committee provided strategic oversight of CSA's people management, performance and reward systems. During the reporting period, the committee focused on strengthening executive remuneration governance, refining performance contracting and ensuring alignment between HR policies and organisational objectives. It played a key role in supporting talent stability, succession planning and fairness in incentive structures, contributing to a more accountable and performance-driven culture.

Key activities and outcomes during the year included the following:

- **Executive remuneration, short-term incentives and introduction of long-term incentives:** The committee maintained rigorous oversight of executive remuneration, including the review and recommendation of short-term incentive (STI) awards for the 2023/2024 financial year and the introduction of a long-term incentive scheme to facilitate the advancement of organisational performance and employee retention. The committee noted progress on the salary benchmarking exercise, aimed at ensuring remuneration decisions remain competitive, equitable and aligned with market standards.
- **HR policy and performance contracting improvements:** The committee reviewed and supported enhancements to HR processes advocating for the earlier finalisation of performance contracts and clearer guidelines on STI eligibility. Management was tasked with aligning the HR calendar to reduce disputes and submitting updated policy revisions, including strengthened governance for performance reviews and the Moderation Committee's expanded role in talent and succession planning.
- **Succession planning and talent management:** The committee reviewed and approved a newly developed Succession Planning Policy, addressing the absence of a formal and structured process in prior years. The policy establishes a framework for identifying and

developing key talent to ensure continuity in leadership and critical roles. It also distinguishes between talent management and succession planning, highlighting succession planning as a core component of the organisation's broader talent management approach.

- **Remuneration governance and oversight:** The committee played a key role in providing the Board with assurance on remuneration matters, ensuring that STI allocations remained within approved pools and were distributed based on clearly defined eligibility criteria. It emphasised the importance of policy coherence, contract integrity and governance alignment across the remuneration framework.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.

Outlook

In the year ahead, the committee will strengthen CSA's remuneration governance and human capital strategy to enhance performance and stability. Priorities include updating key HR policies, sharpening performance management and STI processes, and advancing leadership development and succession planning. The committee will ensure remuneration remains competitive, equitable and strategically aligned, with a continued focus on linking individual performance to organisational success.



Diversity, Equity and Inclusion Committee

Mandate

The Diversity, Equity and Inclusion (DEI) Committee oversees CSA’s transformation agenda and drives the integration of DEI principles into governance, operations and the whole cricket ecosystems. It is responsible for reviewing DEI-related policy frameworks, monitoring transformation indicators and equity targets and providing strategic guidance to promote inclusive leadership, representative team structures and equitable talent pathways. The committee advances CSA’s public-interest mandate by championing gender equity, racial inclusivity and social cohesion across all tiers of the organisation.

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Composition and attendance

The committee comprises five members, the majority of whom are independent non-executive directors. The committee held five meetings in the year under review.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Muditambi Ravele (Chairperson)	5/5	
Pearl Maphoshe	1/5	Rotated – October 2024
Lawson Naidoo	1/5	Retired – September 2024
Simphiwe Ndzundzu	1/5	Retired – September 2024
Tebogo Siko	5/5	
Michael Eksteen	4/5	Appointed – October 2024
Ncumisa Mayosi	4/5	Appointed – October 2024
Palesa Kadi	3/5	Appointed – October 2024
PERMANENT INVITEES		
Pholetsi Moseki	4/5	
Tjaart van der Walt	4/5	
Enoch Nkwe	4/5	
Edward Khoza	4/5	
Mbali Phuza	5/5	
Devni Naidoo-Ferdi	3/5	
Viwe Mngambi	5/5	

Performance overview

The committee guided CSA’s transformation agenda with a view to embedding diversity, equity and inclusion across governance, operations and cricket development. During the year, the committee helped reframe transformation as a strategic driver, engaging with stakeholders to shift focus beyond compliance toward systemic inclusion. Its work contributed to stronger policy alignment, improved oversight of the performance of Affiliates and greater cohesion around CSA’s national transformation goals. Key activities and outcomes during the year included the following:

- **Strategic framing of DEI at CSA:** A key milestone during the reporting period was the committee’s work in formally reframing transformation to extend beyond compliance. Through regular engagement, the committee influenced the integration of DEI objectives into CSA’s strategic priorities, reinforcing the link between transformation and sustainability.
- **National team selection and representation:** In response to public concerns about player selection, the committee supported the Board’s decision to establish an independent Selection Review Panel. The committee contributed the development of terms of reference and monitored the panel’s work to address transformation challenges, assess selection transparency and restore stakeholder confidence.

Performance overview *continued*

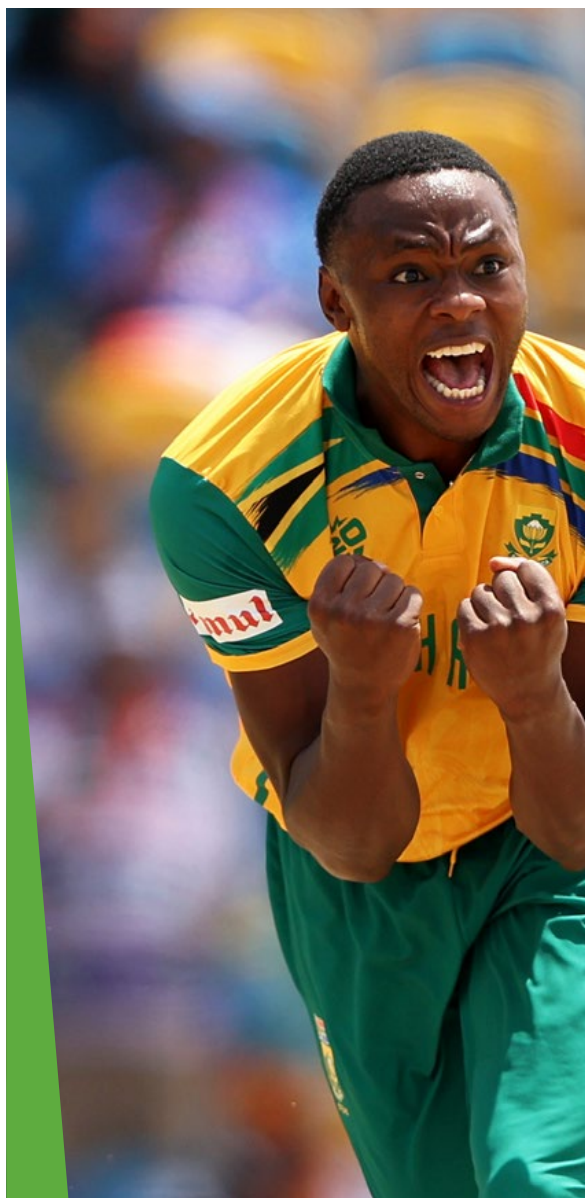
- **DEI Indaba and stakeholder mobilisation:** The DEI Indaba marked a turning point for stakeholder alignment. Organised under the committee's oversight, it brought together Affiliates, SA20, SACA and government stakeholders to assess transformation progress and agree on measurable resolutions. These resolutions now inform and guide CSA's transformation implementation roadmap.
- **Affiliate transformation challenges:** The committee flagged transformation regressions at Affiliate level, including governance instability and inconsistent performance against EPG targets. To address this, it recommended a strengthened oversight mechanism and intensified engagement with regional structures. A proposal to integrate DEI monitoring into Affiliate performance reviews is under consideration.
- **EPG compliance and reporting:** The committee closely tracked CSA's EPG compliance and supported the refinement of transformation reporting systems. This included strengthening the internal review process and aligning reporting indicators with CSA's broader transformation scorecard. The committee also discussed ringfencing development funding to incentivise compliance.
- **Policy, governance and capacity building:** The committee reviewed its own terms of reference and recommended updates to internal DEI policies, including a draft DEI strategy and workplace transformation guidelines. It also advocated for broader Board and executive training to deepen shared understanding of systemic inequities and implicit bias.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.

Outlook

The DEI Committee will intensify oversight of transformation delivery in the coming year, with a focus on enforcing DEI Indaba resolutions, strengthening Affiliate accountability and monitoring implementation of recommendations from the Selection Review Panel. It will also lead efforts to institutionalise gender equity frameworks and support the rollout of CSA's refreshed transformation strategy. Ongoing engagement with SA20, SACA and Affiliate structures will be key to building a unified, inclusive cricket ecosystem.





Cricket Pipeline Committee

Mandate

The Cricket Pipeline Committee oversees the development and progression of cricket talent across all levels. It is responsible for providing strategic oversight of talent development structures, monitoring pipeline performance indicators and promoting inclusive and sustainable pathways for aspiring cricketers from grassroots to elite levels. The committee ensures alignment between development programmes, coaching standards and high-performance objectives, thereby contributing to the long-term sustainability and depth of CSA's talent ecosystem.

- KEY**
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Composition and attendance

The committee comprises eight members, the majority of whom are independent non-executive directors. The committee held four meetings during the year under review.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Tebogo Siko (Chairperson)	4/4	
James Fortuin	4/4	
Thato Moagi	4/4	
Andrew Hudson	2/4	
Craig Nel	● 1/4	Rotated – October 2024
Palesa Kadi	● 1/4	Rotated – October 2024
Xander Snyders	4/4	
Yunus Bobat	● 1/4	Appointed – October 2024
Muditambi Ravele	● 3/4	Appointed – October 2024
Michael Eksteen	● 3/4	Appointed – October 2024
PERMANENT INVITEES		
Pholetszi Moseki	2/4	
Enoch Nkwe	4/4	
Edward Khoza	3/4	
Viwe Mngambi	3/4	

Performance overview

The Cricket Pipeline Committee maintained consistent oversight of CSA's development ecosystem, with a strong focus on the performance, sustainability and integrity of the national pipeline. The committee tracked implementation of key talent programmes, coaching education, safeguarding and player transition mechanisms, while also assessing the operational effectiveness of Affiliate structures and systems. Key activities and outcomes during the year included the following:

- Talent development and programme implementation:** The committee monitored the rollout and performance of major national talent platforms, including Cubs Week, Khaya Majola Week and Girls' U19 Weeks, noting encouraging and improvements in transition rates into high-performance squads. The committee also recognised the importance of the growing impact of the hub system in advancing women's cricket, especially in creating platforms for girls from underserved areas.
- Coaching education and officiating:** Committee oversight extended to coaching development pathways, with strong support for the uptake in Level 4 coaching programmes and recognising a rise in female participation. The committee also monitored the officiating pipeline and backed efforts to create a clearer pathway for former players, including female officials, to transition into umpiring and scoring roles.
- Safeguarding and player welfare:** The committee addressed key safeguarding issues, including a serious bullying and harassment case involving minors. It oversaw CSA's response, which included psychological support and formal reporting. The committee also highlighted the need for safeguarding capacity at Board level and endorsed wider rollout of safeguarding training across the system.

- Affiliate sustainability and scorecards:** Through scorecard reviews and sustainability assessments, the committee supported efforts to strengthen Affiliate performance monitoring. It flagged challenges related to medical support, funding delays and facility access and encouraged greater communication between CSA and Members. These insights fed into broader Board discussions on sustainability and compliance.
- Player support and post-career transition:** The committee partnered with SACA and internal stakeholders to explore dual-career planning options for professional players. It advocated for better alignment of development pathways with career, academic and wellness support to ensure long-term success and retention.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.



Outlook

The committee will continue to monitor the sustainability of the cricket development ecosystem, with a specific focus on implementing outcomes from the Sustainability Task Team. Key priorities for the year ahead include accelerating the accreditation of CSA's coaching programmes, institutionalising safeguarding training across all levels of the organisation (including Board members) and supporting the expansion of dual-career planning for professional players. Emphasis will also be placed on deepening alignment between the scorecard system and CSA's strategic priorities, promoting consistent standards of Affiliate delivery and integrating player development with leadership, administration and governance readiness.

Nominations Committee

Mandate

The Nominations Committee is a standing committee of CSA responsible for overseeing the selection, appointment and succession planning of Board members and senior executives. Its mandate includes ensuring leadership continuity, institutional knowledge retention and the strategic alignment of executive competencies with CSA’s transformation objectives.

Composition and attendance

The committee comprises three members, the majority of whom are independent non-executive directors. The committee held three meetings during the year.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Mark Rayner (Chairperson)	3/3	
Lawson Naidoo	● 3/3	Retired – September 2024
Pearl Maphoshe	3/3	
Ncumisa Mayosi	● 0/3	Appointed – October 2024
PERMANENT INVITEES		
Pholetsi Moseki	2/4	
Viwe Mngambi	4/4	

Performance overview

Key activities and outcomes during the year included the following:

- **Leadership renewal and gender transformation:** A key achievement during the year was the appointment of new Board members, including the election of CSA’s first woman chairperson. This milestone reflects the committee’s commitment to inclusive leadership and demonstrates progress in advancing gender transformation at governance level.
- **Succession planning:** The committee enhanced succession planning frameworks by identifying critical leadership roles and initiating steps to build a strong, diverse pipeline of future Board and executive talent. This work supports long-term organisational continuity and stability.
- **Board composition and expertise:** The committee continued to assess Board composition against CSA’s evolving strategic needs. It highlighted key skill gaps to the Independent Directors’ Nominations Panel with the view to strengthening the Board’s ability to exercise effective oversight.

The committee is satisfied that it fulfilled its duties as outlined in its terms of reference.

- KEY
- Retired at the 2024 AGM
 - Appointed at the 2024 AGM
 - Retired and Re-elected at the 2024 AGM

Outlook

In the year ahead, the committee will continue to refine succession planning processes and broaden its leadership development lens to include emerging talent within CSA’s broader ecosystem. It will also enhance collaboration with the HR and Remuneration Committee to ensure executive succession planning is closely aligned with broader organisational performance objectives. Strengthening diversity, particularly in technical, governance and cricket-related competencies, remains a key priority. The committee will also leverage insights from Board evaluations to inform future appointments and support the overall effectiveness of the Board. Furthermore, continued emphasis will be placed on diversifying and strengthening the leadership team in 2025 and beyond.

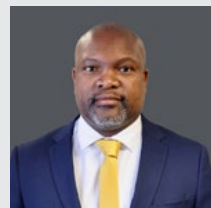
Executive Committee



PHOLETSI MOSEKI (CA)SA
Chief Executive Officer



TJAART VAN DER WALT CA(SA)
Chief Financial Officer



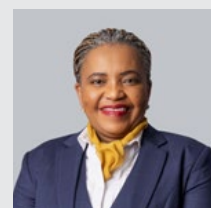
ENOCH NKWE
Director of Cricket



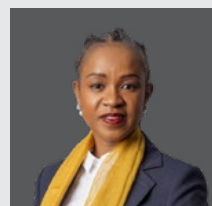
MTUNZI JONAS
Chief Commercial Officer



WANELE MNGOMEZULI
Chief Marketing Officer



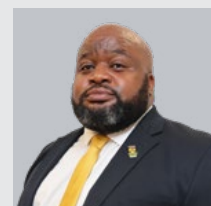
REFENTSE SHINNARS
Public Affairs Executive



VIWE MNGAMBI
Company Secretary
(Permanent invitee)



DEVNI NAIDOO FERDI
Human Resources Executive



EDWARD KHOZA
Executive: Domestic Cricket

Committee focus areas during 2024/2025

Governance and compliance

The Executive Committee (Exco) maintained a strong focus on governance and compliance. A key priority was monitoring Member compliance with the CSA MOI and addressing integrity concerns at Member level. The development and enforcement of the Events Sanctioning Policy further strengthened oversight, safeguarding the credibility of domestic tournaments and ensuring that commercial opportunities align with integrity protocols.

Sustainability of cricket

The sustainability of cricket remained central to Exco's agenda. Oversight was provided on player pathways and high-performance systems to ensure depth in both men's and women's cricket. Support was extended to the Proteas during their busy international calendars, while attention was given to embedding transformation objectives across national and domestic structures. These initiatives were designed to secure long-term competitiveness and inclusivity.

Commercial partnerships and finances

Exco continued to drive commercial sustainability. Efforts centred on diversifying CSA's sponsorship portfolio, signing new commercial agreements and deepening existing partnerships. At the same time, Exco remained engaged on the challenge of securing a headline sponsor, recognising its importance for revenue stability. Financial discipline and cost containment were reinforced to ensure operational sustainability.

Preparations for ICC Men's Cricket World Cup 2027

Preparations for hosting the *ICC Men's Cricket World Cup 2027* formed another major area of Exco oversight. Work advanced on infrastructure upgrades, venue readiness and sustainability measures such as renewable energy and water security projects. Exco also coordinated with government departments, SASCOC and foreign missions to support the ongoing alignment of CSA's mandate with government priorities.

Outlook

Looking ahead, Exco will remain focused on strengthening governance standards across all CSA structures and ensuring that Members comply with accountability requirements. Player development, particularly in women's and grassroots cricket, will continue to receive attention, supported by investments in high-performance systems and transformation objectives. Commercial sustainability remains a priority, with the pursuit of new sponsors and broadcast arrangements expected to unlock further value. Exco will also continue guiding preparations for the *ICC Men's Cricket World Cup 2027* and ensure that the tournament elevates CSA's global profile and leaves a legacy of sustainability and inclusion for South African cricket.

List of acronyms

AFS	Annual financial statements
AGM	Annual general meeting
AGRC	Audit, Governance and Risk Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CRM	Customer relationship management
CSA	Cricket South Africa
CSI	Corporate Social Investment
DSAC	Department of Sports, Arts and Culture
DEI	Diversity, Equity and Inclusion
EPG	Eminent Persons Group
ERM	Enterprise risk management
ESG	Environmental, Social and Governance

ICC	International Cricket Council
IFRS	International Financial Reporting Standards
MOI	Memorandum of Incorporation
ODI	One-Day International
PDPs	Personal development plans
SACA	South African Cricketers' Association
SASCOC	South African Sports Confederation and Olympic Committee
SEC	Social and Ethics Committee
T20I	T20 International
U16, U19	Under 16, Under 19
USA	United States of America
WTC	World Test Championship

THANK YOU TO OUR PARTNERS



GRI content index

Statement of use

Cricket South Africa has prepared its 2024/2025 Integrated Report with reference to the guidelines of the Global Reporting Initiative (GRI), as indexed below.

GRI STANDARD	DISCLOSURE	COMMENT
GRI 2: General Disclosures 2021	2-1 Organisational details	Refer to pages 6 and 7 of this report.
	2-2 Entities included in the organisation's sustainability reporting	Refer to page 7 of this report.
	2-3 Reporting period, frequency and contact point	Refer to pages 2 and 5 of this report.
	2-4 Restatements of information	Refer to page 41 of this report.
	2-5 External assurance	Not currently conducted. CSA will continue to strengthen disclosures in the future.
	2-6 Activities, value chain and other business relationships	Refer to page 26 of this report.
	2-7 Employees	Refer to page 45 of this report.
	2-8 Workers who are not employees	Refer to page 47 of this report.
	2-9 Governance structure and composition	Refer to page 71 of this report.
	2-10 Nomination and selection of the highest governance body	Refer to pages 73 and 92 of this report.
	2-11 Chair of the highest governance body	Refer to pages 74 and 75 of this report.
	2-12 Role of the highest governance body in overseeing the management of impacts	Refer to pages 74, 75 and 76 of this report.
	2-13 Delegation of responsibility for managing impacts	Refer to pages 74, 75 and 76 of this report.
	2-14 Role of the highest governance body in sustainability reporting	Refer to pages 74, 75, 76 and 77 of this report.
	2-15 Conflicts of interest	Refer to page 77 of this report.
	2-16 Communication of critical concerns	Refer to pages 77 and 78 of this report.
	2-17 Collective knowledge of the highest governance body	Refer to page 76 of this report.
	2-18 Evaluation of the performance of the highest governance body	Refer to page 78 of this report.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Refer to pages 86 and 87 of this report.
	2-20 Process to determine remuneration	Refer to pages 86 and 87 of this report.
	2-21 Annual total compensation ratio	Not currently reported. CSA will continue to strengthen disclosures in the future.
	2-22 Statement on sustainable development strategy	Refer to page 34 of this report.
	2-23 Policy commitments	Refer to pages 33 and 62 of this report.
	2-24 Embedding policy commitments	Refer to pages 33, 62 and 63 of this report.
	2-25 Processes to remediate negative impacts	Refer to page 62 and 74 of this report.
	2-25 Mechanisms for seeking advice and raising concerns	Refer to page 74 of this report.
	2-27 Compliance with laws and regulations	Refer to pages 4, 60 and 63 of this report.
	2-28 Membership associations	Refer to page 7 of this report.
	2-29 Approach to stakeholder engagement	Refer to page 29 of this report.
	2-30 Collective bargaining agreements	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Refer to page 24 of this report.
	3-2 List of material topics	Refer to page 25 of this report.
	3-3 Management of material topics	Refer to page 25 of this report.
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-2 Management of biodiversity impacts	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-3 Access and benefit-sharing	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-4 Identification of biodiversity impacts	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-5 Locations with biodiversity impacts	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-6 Direct drivers of biodiversity loss	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-7 Changes to the state of biodiversity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	101-8 Ecosystem services	Not currently reported. CSA will continue to strengthen disclosures in the future.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-2 Climate change adaptation plan	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-3 Just transition	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-4 GHG emissions reduction targets and progress	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-5 Scope 1 GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-6 Scope 2 GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-7 Scope 3 GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-8 GHG emissions intensity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-9 GHG removals in the value chain	Not currently reported. CSA will continue to strengthen disclosures in the future.
	102-10 Carbon credits	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 103: Energy 2025	103-1 Energy policies and commitments	Refer to page 70 of this report.
	103-2 Energy consumption and self-generation within the organisation	Not applicable due to the nature of CSA's mandate and activities.
	103-3 Upstream and downstream energy consumption	Not currently reported. CSA will continue to strengthen disclosures in the future.
	103-4 Energy intensity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	103-5 Reduction in energy consumption	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Refer to pages 9 and 27 of this report.
	201-2 Financial implications and other risks and opportunities due to climate change	Not currently reported. CSA will continue to strengthen disclosures in the future.
	201-3 Defined benefit plan obligations and other retirement plans	Not currently reported. CSA will continue to strengthen disclosures in the future.
	201-4 Financial assistance received from government	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not currently reported. CSA will continue to strengthen disclosures in the future.
	202-2 Proportion of senior management hired from the local community	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Refer to pages 49, 65, 66 and 67 of this report.
	203-2 Significant indirect economic impacts	Refer to pages 9 and 27 of this report.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Not currently reported. CSA will continue to strengthen disclosures in the future.
	205-2 Communication and training about anti-corruption policies and procedures	Not currently reported. CSA will continue to strengthen disclosures in the future.
	205-3 Confirmed incidents of corruption and actions taken	No incidents reported during the period.
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Not applicable due to the nature of CSA's mandate and activities.
GRI 207: Tax 2019	207-1 Approach to tax	Not currently reported. CSA will continue to strengthen disclosures in the future.
	207-2 Tax governance, control, and risk management	Refer to page 28 of this report.
	207-3 Stakeholder engagement and management of concerns related to tax	Not currently reported. CSA will continue to strengthen disclosures in the future.
	207-4 Country-by-country reporting	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 301: Materials 2016	301-1 Materials used by weight or volume	
	301-2 Recycled input materials used	Not currently reported. CSA will continue to strengthen disclosures in the future.
	301-3 Reclaimed products and their packaging materials	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Not currently reported. CSA will continue to strengthen disclosures in the future.
	302-2 Energy consumption outside of the organisation	Not currently reported. CSA will continue to strengthen disclosures in the future.
	302-3 Energy intensity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	302-4 Reduction of energy consumption	Not currently reported. CSA will continue to strengthen disclosures in the future.
	302-5 Reductions in energy requirements of products and services	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Refer to page 69 of this report.
	303-2 Management of water discharge-related impacts	Not currently reported. CSA will continue to strengthen disclosures in the future.
	303-3 Water withdrawal	Not currently reported. CSA will continue to strengthen disclosures in the future.
	303-4 Water discharge	Not currently reported. CSA will continue to strengthen disclosures in the future.
	303-5 Water consumption	Not currently reported. CSA will continue to strengthen disclosures in the future.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	Not currently reported. CSA will continue to strengthen disclosures in the future.
	304-2 Significant impacts of activities, products and services on biodiversity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	304-3 Habitats protected or restored	Not currently reported. CSA will continue to strengthen disclosures in the future.
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-2 Energy indirect (Scope 2) GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-3 Other indirect (Scope 3) GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-4 GHG emissions intensity	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-5 Reduction of GHG emissions	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-6 Emissions of ozone-depleting substances (ODS)	Not currently reported. CSA will continue to strengthen disclosures in the future.
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	Not applicable due to the nature of CSA's mandate and activities.
GRI 306: Effluents and Waste 2016	306-3 Significant spills	Not applicable due to the nature of CSA's mandate and activities.
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Refer to page 70 of this report.
	306-2 Management of significant waste-related impacts	Refer to page 70 of this report.
	306-3 Waste generated	Not currently reported. CSA will continue to strengthen disclosures in the future.
	306-4 Waste diverted from disposal	Not applicable due to the nature of CSA's mandate and activities.
	306-5 Waste directed to disposal	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Not currently reported. CSA will continue to strengthen disclosures in the future.
	308-2 Negative environmental impacts in the supply chain and actions taken	Not currently reported. CSA will continue to strengthen disclosures in the future.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Refer to page 45 of this report.
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Refer to page 46 of this report.
	401-3 Parental leave	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Refer to page 46 of this report.
	403-2 Hazard identification, risk assessment, and incident investigation	Refer to page 63 of this report.
	403-3 Occupational health services	Refer to page 46 of this report.
	403-4 Worker participation, consultation, and communication on occupational health and safety	Refer to page 46 of this report.
	403-5 Worker training on occupational health and safety	Refer to page 46 of this report.
	403-6 Promotion of worker health	Refer to page 46 of this report.
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Refer to page 46 of this report.
	403-8 Workers covered by an occupational health and safety management system	Refer to page 46 of this report.
	403-9 Work-related injuries	No incidents reported during the period.
	403-10 Work-related ill health	No incidents reported during the period.
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Not currently reported. CSA will continue to strengthen disclosures in the future.
	404-2 Programs for upgrading employee skills and transition assistance programmes	Refer to page 46 of this report.
	404-3 Percentage of employees receiving regular performance and career development reviews	Refer to page 46 of this report.
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Refer to pages 45 and 76 of this report.
	405-2 Ratio of basic salary and remuneration of women to men	Not currently reported. CSA will continue to strengthen disclosures in the future.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No incidents reported during the period.
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	No incidents reported during the period.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programmes	Not currently reported. CSA will continue to strengthen disclosures in the future.
	413-2 Operations with significant actual and potential negative impacts on local communities	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 413: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not currently reported. CSA will continue to strengthen disclosures in the future.
	414-2 Negative social impacts in the supply chain and actions taken	Not currently reported. CSA will continue to strengthen disclosures in the future.

GRI content index continued

GRI STANDARD	DISCLOSURE	COMMENT
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Not currently reported. CSA will continue to strengthen disclosures in the future.
	414-2 Negative social impacts in the supply chain and actions taken	Not currently reported. CSA will continue to strengthen disclosures in the future.
GRI 415: Public Policy 2016	415-1 Political contributions	Not applicable due to the nature of CSA's mandate and activities.
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Not applicable due to the nature of CSA's mandate and activities.
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents reported during the period.
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	No incidents reported during the period.
	417-2 Incidents of non-compliance concerning product and service information and labeling	No incidents reported during the period.
	417-3 Incidents of non-compliance concerning marketing communications	No incidents reported during the period.
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No incidents reported during the period.



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