



CRICKET
SOUTH AFRICA

CSA INTEGRATED REPORT 2025 /2026



WELCOME

ABOUT CRICKET
SOUTH AFRICA

CREATING
SUSTAINABLE
VALUE

PERFORMANCE
REVIEW

CREATING AND
PRESERVING VALUE
THROUGH GOOD
GOVERNANCE

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INFORMATION



Please view our
report online



Welcome to the
Cricket South Africa
(CSA) Integrated
Report for the
period 1 May 2025
to 30 April 2026.



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ICONS USED IN THIS INTEGRATED REPORT

Strategic pillars

-  Access
-  Inclusivity
-  Excellence

Six capitals

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



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01

Welcome to Cricket South Africa's (CSA) Integrated Report (IR) for the period 1 May 2025 to 30 April 2026.

The IR is intended to provide a holistic view of the organisation's performance and value creation. Although CSA is an unlisted non-profit company and not obliged to produce an integrated report, we voluntarily publish this report to affirm our commitment to transparency, accountability, ethical leadership and sustainability. By doing so, we aim to build trust with our stakeholders and align with best practice standards in corporate reporting.

The philosophy behind integrated reporting is to embed integrated thinking across an organisation so that financial, environmental and social risks and impacts are considered holistically and guide an organisation's sustainability strategy and practice.

While certain proprietary or competitively sensitive information may be withheld, we strive to present a balanced and transparent account of CSA's performance. The report reflects our progress in fulfilling our purpose, driving meaningful impact and upholding sound governance principles.

Report theme

The theme for this year's report honours the landmark ICC World Test Championship 2025 victory by the Proteas Men's team after defeating Australia in the final at Lord's Cricket Ground, in June 2025. The report's cover page shows Captain Temba Bavuma holding the World Test Championship Mace.



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About our 2025/2026 Integrated Report

Our 2025/2026 Integrated Report is the outcome of a comprehensive review of the last year’s activities and outcomes, documenting the operational execution of the organisation’s strategy and the oversight provided by the Board.

Since 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. This report demonstrates our commitment to integrated thinking and strives to provide a balanced view of how we create shared value for society and our key stakeholders.

Our value creation approach considers the entire value chain of cricket development in South Africa that considers both talent, support staff, infrastructure and facilities, which provide an enabling environment for the game to thrive.



Our reporting frameworks

Our Integrated Report and Annual Financial Statements (AFS) are guided by best practice and apply multiple reporting codes to demonstrate our commitment to the highest governance standards and disclosures.

For the purposes of Financial Year 2025/26, CSA has reported against the requirements of King IV™.

CSA has already assessed its readiness to adopt King V Report on Corporate Governance for South Africa, 2025 (King V™), which came into effect from 1 January 2026, and has conducted board training to prepare office bearers to report against King V in the next financial year.

While we are not fully aligned with the Global Reporting Initiative, we do report against the codes that we find relevant to our operation and as our sustainability management framework matures.

CSA has identified its Material Matters in accordance with one of the guiding principles of the Integrated Reporting Framework. Since CSA is non-profit company, it has voluntarily elected to report on both financial materiality and impact materiality factors that affect its ability to create or deplete value across the six capitals. While a Double Materiality Assessment is not a requirement of King IV, it is implied in Principle 5.

ORGANISATION OR REGULATORY BODY	FRAMEWORK DISCLOSURE	IR	AFS	STRATEGIC/ RISK MANAGEMENT
IFRS Foundation	(IF), January 2021	X	X	
Institute of Directors of Southern Africa King Committee	King IV™ King V™	X	X	
Global Reporting Initiative	GRI Standards	X		
Companies Act 71 of 2008	Companies Amendment Act 16 of 2024	X	X	
JSE Sustainability Disclosure (2022)	Double Materiality Assessment (Voluntary)	X		X
UN Sustainable Development Goals	SDGs, Kazan Action Plan (UNESCO, 2017)	X		
ISO	ISO 31000 ISO 37000			X
Balanced Scorecard				X
United Nations (UN) Global Compact	The Ten Principles of the United Nations Global Compact	X		



Report enhancements

We continuously improve our Integrated Report to reflect best practice in reporting, comply with new statutory requirements and respond to stakeholder feedback. In 2025/2026, we made the following changes to provide a transparent view of CSA's value creation, performance and outlook:

- 01

Our leadership messages each tackled a core function of the organisation that enabled us to provide a more detailed reflection of how the organisation has performed from a leadership, strategic, performance and governance perspective.
- 02

We completed a detailed Double Materiality Assessment enabling the organisation to identify factors that represent both social or environmental risks and have financial implications for the business. These material matters will ultimately inform the sustainability framework and guide the organisation's strategic response to risk going forward.
- 03

To demonstrate our commitment to the principles of integrated thinking, we mapped each of our strategic focus areas to our capitals and assessed how we had built or depleted these outcomes over the short, medium, and long term.
- 04

We Introduced a capital trade-off disclosure that identifies the key decisions made during the year where value was created in one capital at the expense of another.

Scope, boundary and assurance

Target audience

CSA is a non-profit company with a social mandate to develop and administer cricket in South Africa. Our key stakeholders include our international partners such as the International Cricket Council (ICC), of which we are a member, as well as our Affiliates who are our members. Our report is intended for players, fans, commercial partners, employees, government, cricket communities and the media.

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 International Financial Reporting Standards (IFRS) and the Companies Act.

PriceWaterhouseCoopers Inc. (PwC) issued an unmodified 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 and planned activities. These statements are subject to risks and uncertainties that may cause actual results to differ from our anticipated outcomes and projections. Readers of this report 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, King IV and the Companies Act, as amended, and that its AFS have been compiled in accordance with the Companies Act and IFRS.

As a result, this report was approved by the Board of Directors of CSA on 1 September 2026 and presented at the AGM held on 26 September 2026.



Pearl Maphoshe
Chairperson
of the Board



John Burke
Chairperson of the 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



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Foreword from the President

Cricket as a Catalyst for Social Transformation

“Cricket continues to reach more communities and pay greater social dividends to society than any other sport in South Africa”

As we reflect on the past year, I am continually reminded that cricket in South Africa is far more than just a game. It is part of the cultural fabric of our society, a catalyst for building social cohesion, national pride, and inclusive growth.

Since the Proteas Men’s team won the Mace at the ICC World Test Championship 2025 in June last year, our esteemed captain, Temba Bavuma has become an international icon and role model. A long way from Langa township where he was first exposed to the opportunities of the game.

Our purpose at CSA is not only to develop exceptional cricketers, but to demonstrate how the cricket ecosystem brings people together and uplifts communities. Cricket remains the biggest contributor to our broader economy. When we host international teams and their loyal fans, our tourism revenue surges, reinforcing the notion that support services and job creation are also enjoying a boost. This positive economic contribution is reinforced from the annual SA20 tournament and will be further boosted next year through the hosting of the ICC Cricket World Cup 2027 (CWC27). This broader economic impact defines our “social contract” with the people of South Africa, driving us to ensure the long-term sustainability of the game, from the amateur to the professional level.

RIHAN
RICHARDS
PRESIDENT



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Building on our 2025 commitments, the past year has been characterised by providing structured support to our Affiliate Members and advancing the development of cricket both locally and regionally.

Strengthening Regional Governance and Compliance

Financial sustainability has been a strategic focus across the organisation. For the Members' Council, this translated into addressing the financial and operational stability of our Affiliates. Historically, many smaller unions remain financially dependent on the central body and are struggling with both financial liquidity and institutional stability. To build institutional knowledge and memory, we took decisive steps to strengthen collective decision-making and ensure succession planning is in place for new leaders entering the system.

We rolled out a new governance matrix designed to guide Affiliates through compliance and financial management processes, which allows us to measure progress in governance through clear outcomes. To demonstrate accountability, we also took the firm step of placing two Affiliates under administration last year. This action yielded positive results with compliance improving significantly, and we anticipate handing back full control to these regional bodies by the upcoming AGM.



While Affiliate Members have shown notable improvements in governance, our ongoing objective is to ensure regional leaders understand that robust, collective decision-making is the true foundation of institutional integrity and that how a decision is made is often more important than who makes it.

At professional level, the move to a two-tier system consisting of 15 Affiliates across two divisions, continues to be validated. The tournament format has allowed prospective talent from larger centres to relocate to smaller regional hubs, securing essential playing opportunities that might have been unavailable in congested top-tier systems. Similarly, the two-tier system has allowed more talent from underserved communities to be exposed to our professional talent pathway.

Our talent pipeline demonstrated its effectiveness as children progressed from mini cricket into our regional hubs, creating a wider net to identify future stars. To bridge the gap between Mini Cricket and traditional formats, we expanded Meso Cricket. By using locally manufactured, cost-effective kits, we adapted the sport for street and park games, deliberately lowering the barrier to entry in under-resourced communities.

Diversity, equity and inclusion (DEI) remain central to our operational mandate, and our primary challenge is the deliberate acceleration of developing more elite black batting talent.

Growing cricket's regional footprint in Africa

Cricket South Africa has resolved to prioritise its responsibility to act as a primary mentor for cricket development across the continent. Rather than limiting our engagement to elite platforms, we positioned our own domestic Affiliates to unlock economic opportunities by hosting training sessions and exporting administrative and technical assistance to 23 member nations.

As Africa Cricket Association, we intend to launch a new Tri-Nation Series with Zimbabwe and Namibia who will also serve as co-hosts in the upcoming CWC27. By broadening our regional calendar, we have unlocked new potential revenue streams that will also work to reinvest capital expenditure in infrastructure maintenance for our smaller and financially dependent Affiliates.

ICC Cricket World Cup 2027 Legacy

Our technical and logistical preparations for hosting the ICC Cricket World Cup 2027 started two years ago, and upgrades across all host stadiums are on target, to be completed later this year. For CSA, the legacy of this tournament is distinct from our daily development targets; it represents a once-in-a-generation opportunity to deliver broad socio-economic benefits to South African society. Our objective is to leverage the event to create sustainable jobs, stimulate local economies through international tourism, and expand the entire sports ecosystem.

Already a capital expenditure of R295 million has been made to upgrade our facilities and stadia and this investment will serve cricket for decades to come. The economic impact of the event is forecast to deliver a direct spend of R6.7 billion and create over 27,000 job opportunities.

As South Africa prepares to host CWC27, let us build on this opportunity to create shared value and inclusive growth.

Acknowledgements

I wish to thank the Members' Council, Board members, Affiliates, CSA Executive and staff for their unwavering leadership and commitment to our purpose. I am also grateful to the Department of Sport, Arts and Culture (DSAC) and the South African Sports Confederation and Olympic Committee (SASCOC) for their support.

To our regional partners across the continent, we are excited about co-hosting a World Cup that will bring prosperity and opportunity to the region. To our fans, players and the many voluntary coaches and match officials across the country, your dedication inspires us to keep working to build a cricket ecosystem that uplifts and transforms lives.

Rihan Richards
President, CSA

Message from the Chairperson

Good governance as the foundation for organisational performance

“We continue to provide a disciplined and steady governance structure for the organisation to deliver against its strategy and where we continually monitor our performance.”

As I reflect on the year under review, I do so with quiet confidence in the state of governance at CSA. I continue to build on the work of my predecessors who left behind strong foundations and made it possible for us to focus on refinement rather than reactive remediation. What I value most about the Board we have built over the last year is how we exercised discipline and restraint by providing support to our executive, rather than overreaching.

This year’s report is once again ambitious in its alignment with multiple reporting codes, which attests to our commitment to accountability, transparency and building trust with stakeholders. We continue to meet the statutory requirements of the Companies Act and the King Code and stand ready to transition to King V in our next reporting cycle, with training for all executives and Board directors already completed.

Remediation through capacity building

Governance is tested most clearly in the decisions a board would rather not have to make. Last year we took the difficult step of placing two of our Affiliate Members, Border and Northern Cape, under administration. This was not a decision we reached lightly, nor was it intended as punitive. It followed a sustained concern about financial management and governance capacity. An independent forensic investigation in one of the affiliates confirmed the need to act.

Practically speaking, this has meant appointing independent administrators to manage the affected Member’s affairs, installing a dedicated financial manager to support both regions and requiring regular reporting back to this Board on their progress. We can confirm that the remedial action has yielded positive results, and we anticipate being able to hand back control by the next AGM.

Building the governance architecture for the Cricket World Cup and Foundation

The Board’s most significant structural decisions this year were the establishment of two non-profit entities to drive our philanthropic funding model and provide a dedicated vehicle for the delivery of the ICC Cricket World Cup 2027.

To support our financial sustainability and developmental objectives, the Board approved the setting up of a non-profit company governed by an independent board. The Cricket First Foundation will also have a Public Benefit status, offering tax relief to donors.

To ringfence the operations, governance and spending associated with the ICC Cricket World Cup 2027, a dedicated non-profit entity has been established with its own Board chaired by Trevor Manuel and an Executive led by Gondisa Ngwenya and Edward Khoza.



PEARL
MAPHOSHE
CHAIRPERSON



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The 2027 Cricket World Cup NPC (2027 CWC NPC) operates independently of CSA's day-to-day operations, allowing tournament delivery to receive dedicated focus. At the same time, it was essential to us that this independence never becomes a way of stepping back from accountability. Under our hosting agreement with the ICC, CSA remains ultimately responsible for the successful delivery of the tournament, and our oversight of the 2027 CWC NPC has been structured accordingly.

We were also deliberate in building on CSA's existing, proven expertise, policies and procedures, allowing the 2027 CWC NPC to leverage these rather than having to start anew. To ensure successful delivery and readiness for the tournament, many of the long-lead procurement items, such as stadium floodlights and replacement pitches, were already well advanced before the entity was constituted.

A portion of the expected surplus from the tournament will be invested in the Cricket First Foundation to sustain the cricket pathway and expand access to the game beyond the World Cup.

Ethical leadership and sustainability

We have continued to strengthen our ethical leadership foundations, including formal ethics training for the Board itself, the appointment of an Ethics Officer, and the Board's approval of a revised Code of Ethics that consolidates our existing policies and considers embedding diversity, equity and inclusion, and safeguarding, as core principles.

From an operational efficiency point of view at CSA, we may consider collapsing some of our committees to streamline our organisation and embed principles that we feel are cross-cutting, rather than standalone.

Governance, for this Board, is not only about performance and results, but also equally about the integrity of how those results are achieved. In that same spirit, we commissioned an independent governance maturity assessment during the year, benchmarked against international standards, to give us an honest, externally validated view of our own strengths and gaps.

I am also pleased to report that the Board approved a comprehensive sustainability management framework during the year, setting CSA on its path to embedding environmental, social and governance (ESG) practices into its work that will enable us to leverage our investments in clean energy and social development, while more intentionally tracking risks in climate and reputation.

Stakeholder relationships and the road ahead

Our relationships with commercial partners continue to strengthen, with South African cricket increasingly recognised as an attractive, premium proposition internationally. Our relationship with government remains constructive. We engage openly on matters including transformation and are appreciative of the support we are receiving to deliver a successful World Cup.

We also took steps this year to formalise our engagement with our Members' Council, informed through a collaborative and consultative process involving both the Board and the Council.

Looking honestly at the risks ahead, the financial sustainability of the broader cricket ecosystem in South Africa remains the issue that occupies me most. The current cost of delivering the game nationally is not sustainable in its present form, and this Board has been consistent in communicating that reality to our Members. Resolving it will require courage and a willingness to prioritise the sustainable delivery of cricket over the preservation of structures that remain financially dependent on CSA.

Appreciation

I want to thank my fellow directors for their continued commitment, our executive under Pholetsi's leadership, the Members' Council and our Affiliates and stakeholders for their continued trust. We especially thank the Minister of Sport, Arts and Culture for his support and trust in our ability to host the ICC Men's Cricket World Cup in 2027 that will deliver a remarkable legacy for our country, both economically and socially.

We are committed to delivering a World Cup with excellence and the highest standards of governance and ethics, and to continuing the work of building a financially sustainable future for South African cricket.

Pearl Maphoshe
Board Chairperson



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 SASCOC and a full member of the ICC.



Purpose

Changing lives through the power of cricket



Vision

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



Mission

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

Our pillars

CSA’s work is guided by three central pillars. Together with our values of honesty and integrity, professionalism and diligence, mutual respect and fairness, each of our strategic objectives is underpinned by the pillars of Excellence, Access and Inclusion.

EXCELLENCE 	ACCESS 	INCLUSION 
Competitive world-class national teams (Men and Women) and domestic leagues	Market relevance of cricket through growth in fan numbers	Deliberately growing our talent pool, fan base, and partnerships by ensuring the sport is inclusive of all South Africans
An organisation fuelled by being best-in-class	Increase in players, support and technical staff and participation, with a particular focus on women	



WELCOME

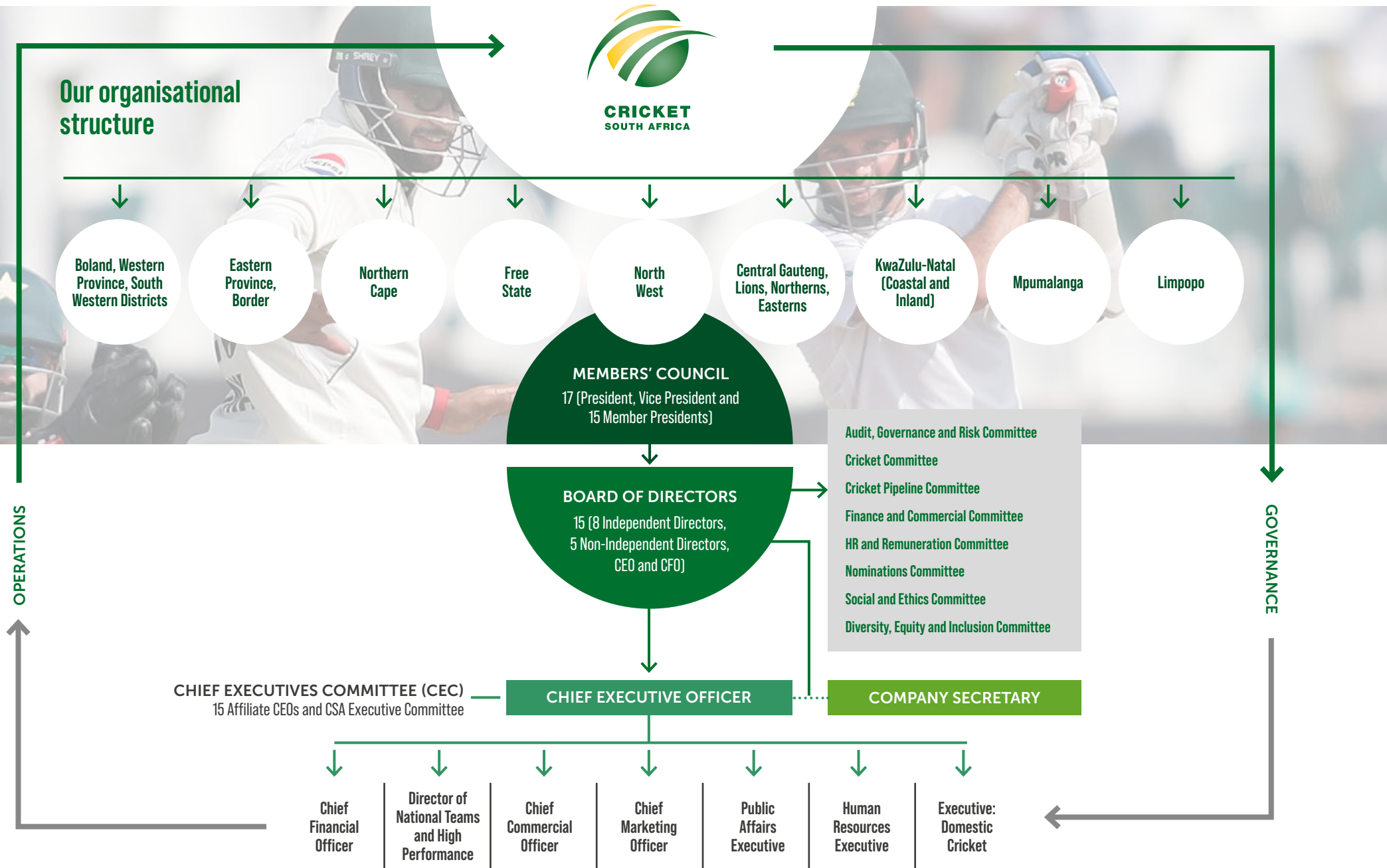
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What we do

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, while contributing to the sport’s sustainability and growth.

CSA operates as a non-profit company where our organisational structure is designed to balance governance, inclusivity and performance across the cricket pipeline which includes amateur and professional levels.

The Members’ Council, made up of the Presidents of Affiliate Members across every province and major urban centre, represents our domestic cricket footprint, from grassroots community hubs to provincial teams. While our Board of Directors provides oversight, ensures compliance with governance frameworks and holds the organisation to account, the implementation of our operational strategy, financial sustainability and management of our high-performance national teams are driven by the Executive and our people, including operational staff, coaches and administrators of the game.

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.



Highlights of
2025/2026

More than
500 million
viewers
reached around
the world

**Net Promoter
Score**
increased from
6.7 to 6.8

**First ICC title in
27 years**

Temba Bavuma
shattered a
104-year-old
world record in
Test cricket for
most wins in Test
cricket as captain
without a defeat

**South Africa’s
U19 Women**
reached the **final**
at the ICC U19
Women’s T20 World
Cup in Malaysia

Concluded
5
new commercial
partnerships

Pholetsi Moseki,
CSA CEO, named
**Sport
Administrator
of the Year**

The Proteas Men’s side won their
first ICC World Test Championship
(WTC) in June 2025 after
defeating Australia by 5 wickets.

- Records set:
- Highest winning streak of 8 consecutive test matches
 - The 282-run chase is the second highest ever at Lord’s
 - Aiden Markram made his highest match score with 136 runs

**Total number of certified
Coaches reached 5,832**

561 teams competed nationwide in **SA20 Schools Championship**, where Jeppe High School for Boys won the boys league and Queens High School produced the winning girls team

KFC Mini Cricket reached more than 141,044 young players under 12, of whom 61,463 were girls, across more than 5,318 schools, with the support of 11,196 volunteer coaches

Highlights of 2025/2026

continued

3,800

young people were
trained as coaches,
administrators,
umpires, scorers
and ground staff

The Proteas Men's
team set a record-
breaking

10 Test
winning streak

School bursaries
received an
additional

R1 million
investment

561 teams
competed
nationwide in
SA20 Schools
Championship

R295
million

invested in
infrastructure
upgrades

Cricket First
Foundation
launched

Laura Wolvaardt
scored

5 centuries
in the past calendar
year with a total of
1,174 runs

Pink Day
raised funds
for breast cancer
awareness

KFC Mini Cricket
reached more than
141,044
young players
under 12

Thick Trust
score
increased to
67.3

R295 million invested in infrastructure upgrades
in preparation for the ICC Cricket World Cup 2027

280,753 children (including 77,376 girls)
participated in Youth and Schools cricket from
foundation phase to high school

GlobeScan

CSA's Thick Trust scores have increased from
62.6 (2023) to 67.3 (2025) across all stakeholder
groups, surpassing the South African Rugby Union
among commercial partners and employees

The Proteas Women's team
reached the finals of the ICC
Women's T20 World Cup and the
ICC Women's World Cup 2025



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Four-Year Cycle Highlights: 2022/2023 to 2025/2026

FOCUS AREA	2022/2023	2023/2024	2024/2025	2025/2026
Financial performance	• R700.2 million in total revenue. • Cash and cash equivalents of R152 million.	• Revenue up 169.7% to R1,888.5 million. • Net cash inflow of R810.1 million from operating activities. • Total assets increased to R1,344.2 million; cash and cash equivalents of R945.0 million. • Profit for the year of R814.9 million.	• Net profit of R238.0 million on revenue of R1,391.4 million. • Investment income of R95.2 million, including R64.4 million earned on cash and investments. • Cash and investments of R690.4 million; total assets of R1,660.9 million. • Retained earnings strengthened to R1,421.2 million.	• Total assets of R1,277.8 million; cash and investments of R280.7 million. • Retained earnings of R980.7 million. • Four-year cycle to 30 April 2026 closed with cumulative revenue of R4,836.3 million and a cumulative net profit of R492.9 million.
Men's on-field performance	• Proteas Men hold the record for the highest run chase in T20 cricket: 259/4 chasing 258/5 against the West Indies. • World record for the highest match aggregate in a T20 game broken by the Momentum Multiply Titans (271/3) and the ITEC Knights (230/9).	• Hosted the ICC U19 Men's Cricket World Cup 2024. • Kwena Maphaka named player of the tournament at the ICC U19 Cricket World Cup 2024.	• Proteas Men T20 side reached their first ever ICC Men's T20 Cricket World Cup Final in Barbados (2024). • Senior Men's team finished top of the Test Rankings to qualify for the ICC World Test Championship 2025.	• Won the ICC World Test Championship in June 2025, beating Australia by 5 wickets; the first ICC title in 27 years. • The 282-run chase is the second highest ever at Lord's; Aidan Markram made his highest score with 136 runs. • Temba Bavuma broke a 104-year-old world record for most Test wins as captain without a defeat. • Record-breaking 10 Test winning streak.
Women's cricket	• 71.43%-win rate for the SA U19 Women at the inaugural ICC U19 Women's T20 World Cup. • 65,980 female participants across hard ball, soft ball and modified cricket. • The 8th ICC Women's T20 World Cup was the best attended women's sporting event ever held in South Africa. • Proteas Women first senior national cricket team to reach a World Cup final.	• Launched the Professional Domestic Women's League, awarding 66 professional contracts and 25 full-time support staff.	• Proteas Women reached a consecutive second final of the ICC Women's T20 World Cup 2024 in the UAE. • SA U19 Women reached the final of the ICC U19 Women's T20 World Cup 2025 in Malaysia. • Continued implementing the Professional Domestic Women's League.	• Proteas Women reached their first final at the ICC Women's World Cup 2025 India with Captain Laura Wolvaardt finishing as the player with the most runs at 571. • Laura Wolvaardt scored 5 centuries in the past calendar year, with a total of 1,174.
Development and transformation	• 2,000 beneficiaries of government's National Youth Service initiative in partnership with CSA. • 40-year anniversary of the KFC Mini Cricket Programme celebrated.	• Over 2,000 beneficiaries within the cricket system through the National Youth Service Programme (NYSP). • 70 hubs reached 6,367 players.	• Over 3,800 NYSP beneficiaries within the cricket system. • 70 hubs reached 457 players. • Launched the Schools SA20 Competition.	• 5,000 young people trained as coaches, administrators, umpires, scorers and ground staff across all nine provinces through the NYSP partnership. • KFC Mini Cricket reached more than 140,000 young boys and girls at over 4,900 schools, supported by 10,900 volunteer coaches at 120,800 matches (2025 figures). • 561 teams competed nationwide in the SA20 Schools Championship; Jeppe High School for Boys won the boys league and Queens High School produced the winning girls team. • School bursaries received an additional R1 million investment.



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FOCUS AREA	2022/2023	2023/2024	2024/2025	2025/2026
Coaching capacity		6,793 coaches developed and supported.	652 coaches obtained the CSA Level 1 Certificate, Coaching Children (Primary Schools and Junior Club Cricket).	- Coaches included in the 5,000 people trained through the NYSP partnership. 10,900 volunteer coaches supported KFC Mini Cricket.
Commercial partnerships and events	8,223 employment opportunities created or sustained by the SA20 tournament. - Hosted three successful ICC events – inaugural ICC U19 Women’s World Cup as well as the ICC Women’s T20 World Cup 2023 and Annual ICC Conference - Delivered a successful post COVID-19 cricket season and resounding launch of the inaugural SA20 League. - Secured the long-term broadcast partnership for the India market.	- Completed the second instalment of the SA20. - Secured the headline partnership for the inaugural Professional Women’s League.	- Partnered with 7 new commercial partners, increasing the total base of commercial partners. - Completed the third instalment of the Betway SA20 T20 cricket league.	Concluded 5 additional commercial partnerships.
Audience, media and brand	- More than 4 million Facebook followers, making CSA the leading sport federation on the platform in South Africa. - More than 2 billion impressions generated by the #BePartOfIt corporate brand campaign. 615 million people reached via through-the-line marketing campaigns. 69,914 spectators in the stadiums, including sold-out opening and final matches at the ICC Women’s T20 World Cup. 27,695 community members, including children, attended ICC Women’s World Cup matches at 3 venues.	- Close to 1 billion viewers reached in 112 markets across the world. - Positive media sentiment increased to 44% from 11% in the previous reporting period.	- Reached one billion viewers in 100 territories across the world. - Secured the return of SABC as the free-to-air broadcast partner	- More than 500 million viewers reached around the world. - Launch and rollout of international teams’ UNBREAKABLE brand campaign. - Launch of the refreshed the CSA website with 217.8K sessions in June 2026. - Launch of CSA mobile app in April 2026 with 4,659 sessions as of June 2026. - Record-breaking performance on CSA YouTube. 21.5 million views (186% growth) nearly tripled our channel subscribers (+199%). Streaming of domestic tournaments grew from 32% on HWB Pro Series to 469% for Div 2 Men’s ODD.
Stakeholder sentiment		- Net Promoter Score increased to 5.9 from -8 in the previous year. - Achieved a GlobeScan Thick Trust score of 62.6 across all stakeholder groups.	Net Promoter Score increased to 6.65 from 5.9 in the previous year.	- Net Promoter Score increased from 6.7 to 6.8. - GlobeScan Thick Trust scores increased from 62.6 (2023) to 67.3 (2025) across all stakeholder groups, surpassing the South African Rugby Union among commercial partners and employees.
Governance and leadership	- A new executive structure created and adopted. - New five-year strategy developed and socialised.	- Maintained a majority independent board of directors. - Successful post COVID-19 cricket season. - Resounding launch of inaugural SA20 League.		CEO Pholetsi Moseki named Sport Administrator of the Year at the South African Sport Awards, hosted by the Department of Sport, Arts and Culture.



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ICC Rankings

The ICC ranks teams by dividing the total points earned from matches or series by the number of matches or series played, acting like a points-based batting average. Cricket does not have a traditional seasonal start and end; instead, the ICC applies an annual update every 1 May to refresh periods and drop older data. This date coincides with CSA’s financial year end.



	PROTEAS WOMEN	PROTEAS MEN	SA U19 MEN	SA U19 WOMEN	MEN'S T20
TEST	–	2nd (Rating 119)			
ODI	4th (Rating 100)	4th (Rating 102)			
T20I	5th (Rating 243)	5th (Rating 244)		1st (Super 6 Group 2)	
	ICC Women’s Cricket World Cup 2025 (September–November 2025, India/Sri Lanka) South Africa qualified for the ICC Women’s Cricket World Cup final for the first time in their history. In the final, Laura Wolvaardt scored a century — the first by a captain in a Women’s World Cup final — but South Africa fell short by 52 runs as India claimed their maiden title. Result: Runners-up — a historic first for South African women’s cricket.	ICC World Test Championship Final 2025 (11–14 June 2025, Lord’s, London) South Africa faced Australia in the WTC Final at Lord’s, winning by 5 wickets to claim their maiden World Test Championship title. It was South Africa’s first ICC trophy since winning the ICC Champions Trophy in 1998 Result: ICC World Test Champions — South Africa’s first ICC title in 27 years.	ICC U19 Men’s Cricket World Cup 2026 (January–February 2026, Zimbabwe and Namibia) South Africa was placed in Group D alongside Afghanistan, West Indies, and Tanzania. They finished third in the group — behind Afghanistan (1st) and West Indies (2nd) — meaning they entered the Super Six with no carry-forward points, having failed to beat either of the teams who also qualified from their group. In the Super Six stage, South Africa was beaten by Australia by 6 wickets, scoring only 118 and unable to defend it. With no carry-forward points and a loss in the Super Six stage, they were eliminated at that stage — finishing in the bottom half of the Super Six standings and missing out on the semi-finals. Result: Super Six exit (top 12 finish, outside semi-finals).	ICC U19 Women’s T20 World Cup (Malaysia) Reached the top of Super 6 Group 2 after defeating England. Result: Runner-up.	ICC Men’s T20 World Cup 2026 (February–March 2026) South Africa went through the group stage and Super 8s unbeaten. Standout performances included a 76-run win over co-hosts India in the Super 8s, with David Miller scoring 63 off 35 balls. Their campaign ended at the semi-final stage, losing to New Zealand by 9 wickets in Kolkata, where Finn Allen scored a devastating century off just 33 balls. Result: Semi-finalists.



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CSA Awards

CSA professional awards

The CSA Professional Awards celebrate the highest level of achievement in South African cricket, recognising the players, coaches, officials, and teams who have delivered exceptional performances throughout the season. These awards honour excellence across both domestic and international cricket, highlighting individuals who have consistently demonstrated skill, determination, leadership, and sportsmanship while helping shape the story of the season.

CATEGORY	AWARD	WINNER	TEAM
Domestic Men's Cricket	CSA Umpires' Umpire of the Year	Arno Jacobs	
	CSA Umpire of the Year	Lubabalo Gcuma	
	Men's Division 2 Coach of the Year	JP Triegaardt	Knights
	Men's Division 2 4-Day Domestic Series Player of the Season	Gihahn Cloete	Knights
	Men's T20 Knock-Out Player of the Season	Alindile Mhletywa	Border
	Men's Division 2 One-Day Cup Player of the Season	Ludwig Kaestner	Limpopo
	Men's Division 1 Coach of the Year	Robin Peterson	Warriors
	Men's T20 Challenge Player of the Season	Matthew de Villiers	Warriors
	Men's Division 1 4-Day Domestic Series Player of the Season	Delano Potgieter	Lions
	Men's Division 1 One-Day Cup Player of the Season	Duan Jansen	Titans
	SACA Men's Most Valuable Player Award	Kyle Simmonds	Western Province
	Men's Domestic Newcomer of the Season	Aphiwe Mnyanda	Warriors
	Men's Domestic Players' Player of the Season	Gavin Kaplan	Boland
Domestic Women's Cricket	Hollywoodbets Pro Series Coach of the Year	Sandile Masengemi	Lions Women
	Hollywoodbets Pro 20 Player of the Season	Faye Tunncliffe	Western Province Women
	Hollywoodbets Pro 50 Player of the Season	Nosipho Zezi	Western Province Women

Domestic Women's Cricket continued	Women's Domestic Players' Player of the Season	Faye Tunncliffe	Western Province
	SACA Most Valuable Women's Player of the Year	Mignon du Preez	North West
Women's International	Women's T20 International Player of the Year	Laura Wolvaardt	The Proteas Women
	Women's One-Day International Player of the Year	Laura Wolvaardt	The Proteas Women
	International Women's Newcomer of the Year	Kayla Reyneke	The Proteas Women
	The Best Women's Delivery Fuelled by KFC	Nonkululeko Mlaba	The Proteas Women
	SA Women's Player of the Year	Laura Wolvaardt	The Proteas Women
	Players' Player of the Year	Laura Wolvaardt	
Men's International	International Men's Newcomer of the Year	Dewald Brevis	
	Men's T20 International Player of the Year	Lungi Ngidi	
	Men's One-Day International Player of the Year	Matthew Breetzke	
	Men's Test Player of the Year	Simon Harmer	
	The Best Men's Delivery Fuelled by KFC	Lungi Ngidi	The Proteas Men
	SA Men's Player of the Year	Aiden Markram	The Proteas Men
	Players' Player of the Year	Aiden Markram	The Proteas Men

Leadership awards

CATEGORY	AWARD	WINNER	TEAM
South African Sports Awards	Sports Administrator of the Year	Pholetshi Moseki, CSA CEO	CSA
Global Women Leader	HR Excellence Award	Devni Naidoo-Ferdi	CSA
GSport Awards 2025	National Federation of the Year	CSA	CSA

CSA Pathway Awards

The CSA Pathway Awards recognise the exceptional young talent emerging through South Africa’s cricket development structures. By recognising outstanding achievements across the pathway system, the CSA Pathway Awards honour the players, coaches, and development programmes that continue to strengthen the future of the game in South Africa.

CATEGORY	AWARD	WINNER	TEAM
Youth	KFC Mini Cricket Coach of the Year	Tlhome Malebo Dalynn Pietersen	Knights Boland
	KFC Mini Cricket Coordinator of the Year	Joseph Ngqasa	Kei
	KFC Bucket Loads of Good Award	Rishi Nanan	Tuskers
	Hubs Coach of the Year	Blessings Mabunda	Limpopo
	Boys’ U16 Player of the Tournament	Zizi Mkhize	Jeppe High School for Boys
	Girls’ U16 Player of the Tournament	Miya Lalor Jeze Camphor	Western Province South Western Districts
Schools SA20	Schools SA20 Boys’ Player of the Tournament	Zizi Mkhize	Jeppe High School for Boys
	Schools SA20 Girls’ Player of the Tournament	Tshepiso Motswi	Queens High School
Khaya Majola Cricket Week	Player of the Tournament	Reuben van Zyl	Titans
T20 Community Cup	Player of the Tournament	Zian de Jager	Christian Brothers’ College Old Boys Cricket Club
Under-19s	Girls’ U19 Player of the Year	Mieke van Voorst	Easterns
	Boys’ U19 Player of the Year	Jorich van Schalkwyk	South Western Districts
	Student Player of the Year	Lleyton Troskie	North West
	Women’s Provincial Player of the Year	Aphilile Adonisi	Eastern Province

CATEGORY	AWARD	WINNER	TEAM
Special Overall Awards	Groundsman of the Year	Bryan Bloy	Titans
	CSA Blind Cricketer of the Year	Lwande Bhidla	Lions
	Deaf Cricketer of the Year	Arthur McGee	Titans
	Intellectually Impaired Player of the Year	Mpho Selaone	Titans
	Learners With Special Education Needs Player of the Tournament	Kamogelo Matlala	
	National Club Championship Player of the Tournament	Ryan Maritz	University of Johannesburg Cricket Club
	Scorers’ Association of the Year		Lions
	Veterans Cricketer of the Year	Reinhardt Strydom	Boland
	Rural Cricket Player of the Year	Wikus Botha	
	SA Fans’ Player of the Year	Lungi Ngidi	
	Makhaya Ntini Power of Cricket Award	Sinalo Jafta	
	SA20 Rising Star of the Season	Jordan Hermann	Sunrisers Eastern Cape
	SA20 Batter of the Season	Quinton de Kock	Sunrisers Eastern Cape
	SA20 Bowler of the Season	Ottneil Baartman	Paarl Royals
	SA20 Player of the Season	Quinton de Kock	Sunrisers Eastern Cape





Pink Day:
Breast care awareness

Turning a Day of Cricket into Better Breast Care

“The refurbishment to our breast care ward has improved the patient experience, and the new state-of-the-art imaging equipment has dramatically improved our diagnostic capacity.”

– Dr Jenny Haberveld, Head of Breast Imaging, Charlotte Maxeke Johannesburg Academic Hospital

Breast cancer will affect one in 28 South African women in their lifetime and late diagnosis remains one of the biggest obstacles to survival, especially where specialist breast centres in the public sector are scarce. Early detection saves lives, but it depends on access to skilled clinicians and modern imaging that many patients in the public system struggle to reach. CSA set out to use its biggest platforms to help change that, turning a single day of cricket into a sustained source of awareness and funding for specialist breast care.



Every year CSA designates one high-profile fixture as a Pink Day, channelling ticket proceeds and partner pledges to breast cancer awareness and care through the Pink ODI Fund, a registered non-profit organisation governed by its own constitution and overseen by representatives from CSA and the Central Gauteng Lions. On Saturday, 31 January 2026, the third T20 International between The Proteas and the West Indies at the DP World Wanderers Stadium became the Pink Day fixture.

KFC came on board to support the cause with a donation of R600,000, joined by 10 further partners: Dafabet, Aspen, DP World, Masana, Mr Khan, Enza Construction, Suzuki, THIRSTI, the Fourway Group and BEAME, whose contributions together reached R1.44 million. Every match ticket sold carried a R50 pledge to the Pink ODI Fund, so that each fan who came through the gates became part of the investment in shared healthcare infrastructure.

The result extended beyond the boundary. A total of 17,036 tickets were sold, raising R851,800 through the R50 pledge attached to each one, while each four and six runs scored on the field added a further R100,000 to the funds raised.

The funds support the Breast Care Unit at Charlotte Maxeke Johannesburg Academic Hospital, where facility upgrades were carried out between August and October 2025 and the renovated asset was handed over to the Gauteng Department of Health under a partnership agreement with CSA. The unit treats up to 350 newly diagnosed women a year, serves seven district hospitals across Gauteng, Mpumalanga and Limpopo, and trains the next generation of doctors and nurses in breast care treatment. New imaging equipment now allows earlier, more accurate diagnoses at a single central point, the kind of capability that helps a training hospital position itself as a breast care centre of excellence. Further investment went to scientific research at the Wits Health Consortium.

Pink Day showed again that cricket's reach can be turned into public health impact, drawing survivors, families, fans and partners behind a shared national cause and extending the game's reach well beyond its own supporter base.

It speaks to all three of CSA's strategic pillars of Access (the Charlotte Maxeke unit serves patients regardless of geography or income), Inclusivity (raising the standard of public healthcare builds a more inclusive system) and Excellence (in the specialist capability the fund helps to build).

The #PitchUpInPink and #PledgePink campaigns now carry that momentum through the rest of the year. The priority for future editions is to close the data gap by capturing year-on-year screening and fundraising figures, so that CSA can show not only the amount raised, but the lives changed over time.



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Message from the CEO

Delivering on Strategy: On and Off the Field

"CSA continues to perform well against its strategic objectives despite global volatility and market shocks, by reinvesting in developmental programmes that expand cricket's reach and get South Africa ready to host the ICC Cricket World Cup 2027."

Developing the game at grassroots

Cricket South Africa has performed exceptionally well over the last financial year, when measured against our long-term strategic objectives and societal purpose. There is no other sport in South Africa that reaches as deeply into communities as cricket does, with both professional men's and women's leagues, a dedicated programme for youth and amateur players, and a continuously expanding network of cricket hubs.

This year, our foundation phase programmes reached 287 120 children across Mini Cricket, schools' cricket and hubs, with nearly half of that number achieved by KFC Mini Cricket, now celebrating its sixteenth year under the current commercial partnership. When Temba Bavuma raised the WTC Mace trophy for South Africa, it's worth remembering that a dedicated coach-training and foundation cricket programme in Langa made this possible.

PHOLETSI
MOSEKI
CEO



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Closing a four-year cycle

As a non-profit entity with a social mandate to reinvest our revenue in the development of cricket, it is important for our stakeholders to consider the current year's financial performance in the broader context of a four-year cycle. While CSA recorded a R440.6 million loss for this last year of the cycle, over the cycle we delivered two healthy profit-making years resulting in significant actual surplus versus budget for the cycle. This surplus has allowed CSA to invest R295 million in capital expenditure on infrastructure that will serve not only the upcoming ICC Men's Cricket World Cup but the legacy we wish to leave for cricket for the next 20 years. Furthermore, the surplus has allowed us to expand our programming, while also adding innovation to our infrastructure upgrades to deliver the next generation of smart stadiums.

Our recovery phase began in 2022, when not only did we emerge from a crisis of reputation and trust, working quickly to strengthen governance systems and instal capable leadership, but we also emerged from a post-COVID economic vacuum. Since then, we have been focused on ensuring CSA delivers on its social compact with South Africa, through enhanced and non-negotiable governance and operational excellence. Our shareholders are society.

Global uncertainty and a changing media landscape

CSA showed remarkable resilience against the backdrop of global conflicts and market shocks. Our projected revenue remains vulnerable to the rand-dollar exchange rate, and a strong rand has had a negative impact on our earnings. From a financial sustainability perspective, our priority has been to diversify revenue streams and derisk our current dependency on broadcasting revenue, given that the media landscape is rapidly transforming, with continuous consolidation in ownership. This includes exploring a variety of media platforms where we can leverage our wealth of content and attract new audiences.

We continued to build trust with commercial partners, sporting stakeholders, media, and fans, and these strengthened relationships are evidenced through our improved Net Promoter Score and Thick Trust Scores as well as the growth in commercial partnerships.

Global conflicts and market shocks have not only affected our business but that of our commercial partners and we fully appreciate the pressures they are under. Despite this, we attracted 5 new partners and achieved a revenue of R167 million through commercial sponsors, R148 million through broadcasting and R351 million from ICC disbursements.

A new proposition for philanthropic and corporate social investors

We have repeatedly demonstrated how cricket is a catalyst for broader social return on investment by improving Early Childhood Development (ECD) outcomes through our pioneering mini cricket programme or by uplifting talented players from disadvantaged backgrounds through whole school bursaries. To ensure the development of cricket has a dedicated vehicle, we began work on establishing an independent non-profit entity. The newly established Cricket First Foundation will seek to attract new funding from philanthropic and corporate social investment (CSI) partners that share our values and want to leverage the demonstrated social impact we are having across the education and sports development landscape.

The Proteas Men's side set new records

In pursuit of excellence, the Proteas Men's team brought home the mace at a historic win at Lord's against Australia in June 2025, marking our first ICC event win since 1998 and cementing our world ranking for Test cricket at number two. While we often caution our stakeholders not to rate us purely on the performance of our international teams, or a single tournament, the significance of this victory is indeed testament to the strong talent pathways we have built and nurtured over time for both coaches and players.



Preparing to host the ICC Cricket World Cup 2027

As we prepare to host the ICC Men's Cricket World Cup in 2027, we can assure South Africa that the infrastructure investment of nearly R300 million to upgrade our stadiums will not only enable us to deliver an outstanding event, but also create world-class stadiums and facilities that will serve cricket development for decades to come.

When we bid for the CWC27, our objective was not only to celebrate our sport but also to demonstrate how a cricket-mega event can be a catalyst for economic growth in South Africa through the creation of jobs and a significant contribution to our GDP. You can read more about the economic impact projections on [pages 40–42](#).

Outlook

The upcoming year is the most significant for cricket in our country in decades, with multiple inbound tours for both the Proteas Men's and Proteas Women's teams, leading into the SA20. This will ensure cricket remains top of mind in the lead-up to the CWC27.

The challenge for us in cricket will be to examine how we harness the tail wind from this season and the tournament and ensure it drives success for the next four years and beyond, while continuing to drive operational efficiency and financial sustainability of our programmes, and cricket in South Africa.

Appreciation

I want to recognise the employees, volunteers, coaches and administrators of CSA and our Affiliates, whose commitment keeps the game thriving in schools, clubs and hubs throughout South Africa. Because of your work, initiatives that prepare our next generation of players for the highest levels of competition have flourished.

My thanks go as well to the CSA Board, the Members' Council, our players, fans, the ICC, our commercial and broadcast partners, and media and government stakeholders, all of whom gave us invaluable backing this year.

We could not have created such a favourable environment for the sport without the cooperation of SASOC and the Ministry and Department of Sport, Arts and Culture. As South Africa turns its attention to hosting the ICC Men's Cricket World Cup and the world next year, it is this same network of fans, players, administrators, partners and government stakeholders who are already laying the groundwork towards ensuring we deliver a tournament that will make South Africa proud and put cricket on the world stage.

Pholetsi Moseki
Chief Executive Officer



EXECUTIVE COMMITTEE



Pholetsi Moseki (CA)SA
CHIEF EXECUTIVE
OFFICER



Tjaart van der Walt CA(SA)
CHIEF FINANCIAL
OFFICER



Enoch Nkwe
DIRECTOR: NATIONAL
TEAMS AND HIGH
PERFORMANCE



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

■ Social and Ethics Committee * Seconded to LOC in March 2027 (David Mokopanele appointed as acting Executive: Domestic Cricket)

■ Cricket Committee

Mandate

The role of the Executive Committee is to provide strategic direction to the organisation; ensure CSA remains aligned with its strategic objectives; remains responsive to Board oversight and provides cohesion and alignment between the mandates of all the Board committees from an operational perspective.

Governance and compliance

The AGM in October 2025 welcomed four new Board members, and the Executive Committee supported a joint induction programme for the Board and the Members’ Council. Management met its Board-directed target of R15 million in operational savings for the year, and a further R22 million identified through the sustainability exercise was carried forward into the FY2027 budget. A Strategic Risk Workshop held in March 2026 produced a refreshed strategic risk register with updated ownership and mitigations.

The Ethics office and Code of Ethics were launched at the April 2026 Townhall.

People and Culture

At the start of FY2026, the committee undertook an organisational structure review and headcount audit, freezing the filling of vacancies until the review was concluded. Early groundwork for the organisation’s digital transformation was also laid in Q1, with an independent digital transformation expert appointed to the IT Steering Committee and business process documentation completed for the Finance, Human Resources, and Supply Chain Management departments.

Members and Affiliate governance

The administration of Northern Cape Cricket and Border Cricket continued through the year, with both processes progressing toward finalisation of their annual financial statements.

Mediation with Eastern Province Cricket and Free State Cricket was concluded while the Member performance review process resumed in May 2025, covering governance, administration, the Eminent Persons Group and cricket programmes.

Cricket performance and player pathways

The Proteas Women reached their first ICC Women’s Cricket World Cup final, a result the committee recognised as a landmark for the women’s programme. The Proteas Men completed a Mace tour across six cities following the World Test Championship win, demonstrating the National Team’s quest to connect directly with fans and communities. The Proteas Men’s T20 World Cup campaign ended at the semi-final stage against New Zealand, and the Junior Proteas U19 side’s disappointing tournament in Namibia and Zimbabwe has prompted a structural review. The committee also noted early progress on the cricket pipeline, with five additional development hubs added during the year, funded by Tourvest.

Preparations for the ICC Men’s Cricket World Cup 2027

The committee supported the secondment of the Chief Financial Officer as Acting Tournament Director while the 2027 CWC NPC’s recruitment process for the role concluded. Stadium floodlight upgrades were completed at the four major venues, and a smart stadiums working group began engaging technology partners.

The committee also engaged the Department of Sport, Arts and Culture and other government stakeholders on CSA’s Cricket World Cup campaign.

Outlook

The committee’s attention in the year ahead turns to finalising the FY2027 budget, embedding the refreshed strategic risk register into monthly monitoring, and completing the administration of the two Affiliates still under intervention. Preparations for the ICC Men’s Cricket World Cup 2027 will intensify as venue readiness and coordination with the NPC advance.



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Our operating context

CSA continues to operate in a complex and rapidly evolving environment, which has been made increasingly vulnerable because of global events and market volatility. The international cricket calendar relies on predictable and dependable logistics, while CSA's revenue model is largely driven off foreign currency-based disbursements that rely on a strong dollar hedged against a weaker rand.

Together, these factors mean that cost projections and budgets are often affected by the market reality. CSA continues to look for ways to transform risk into opportunity and to ensure the financial sustainability of the organisation is secure.

Understanding and responding to these changing factors 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:

Media consolidation

The ongoing consolidation of the global broadcasting industry has a bearing on our financial sustainability, as we negotiate broadcasting rights with a shrinking pool of media companies. In response, we are exploring a broader range of media platforms through which to distribute our content and reach new audiences, thereby reducing our dependence on any single rights partner. But high-definition live broadcasts remain the highest platform through which our fans enjoy the game and require a constant investment in state-of-the-art satellite streaming equipment.

Economic exclusion

South Africa's economic conditions continue to weigh on both household spending and corporate investment. High unemployment, income inequality and the rising cost of living limit the ability of fans to attend matches and constrain participation at community level. Ageing infrastructure and maintenance backlogs compound the problem, disrupting operations and diminishing the match-day experience. At the same time, our obligations as an ICC World Cup host require us to deliver stadiums that meet the ICC's exacting standards for safety and facilities.

CSA is responding by strengthening community-based access and lowering the cost of entry to the game, making cricket a more attractive proposition for commercial partners and for stakeholders with an interest in its long-term sustainability. Affiliate Members retain autonomy over procurement, which means that upgrades to locally owned facilities generate local economic impact and job creation. Well-maintained local infrastructure also becomes a local asset, capable of attracting regional events and expanding the regional cricket calendar.

Financial sustainability

CSA is focused on managing the cost base of the cricket ecosystem, as well as diversifying its revenue streams so that the organisation is not solely reliant on broadcasting income and commercial sponsorship. The Cricket First Foundation will develop new partnerships with philanthropic investors and corporate social investors seeking to improve social development outcomes through sport. The Foundation will focus on creating an enabling environment and reducing the social barriers to broader societal participation in the game.

Global conflicts

Recent conflicts affecting the Middle East have had a negative impact on the international cricket calendar. Because dates for bilateral tours are determined well in advance to accommodate domestic commitments and the broader ICC calendar, there is little room for delays or postponements. CSA's response is to promote cricket regionally and across the African continent, so that cancelled or postponed fixtures can be replaced by domestic and regional events.

Climate change

The coming El Niño drought cycle is projected to bring heatwaves that place the game at risk. Extreme heat threatens the health and safety of players and spectators alike, and damages playing surfaces and infrastructure. Shorter formats, together with matches scheduled at night when temperatures are lower, offer a practical means of continuing to play in hotter conditions.



Our Strategy

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 INCLUSION



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

3 EXCELLENCE



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

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

FOCUS AREA	APPROACH	KEY PERFORMANCE INDICATOR (CSA BALANCED SCORECARD 2025/2026)	STRATEGIC PILLAR LINK
Governance	Enhancing organisational practices and ensuring effective oversight	- Organisational strategy and related projects - Performance against self-set CSA targets (including Members) - Score on the Operational Risk Register - Performance discussions completed	Access, Inclusion and Excellence
Stakeholder and reputation management	Building and maintaining strong relationships and a positive reputation	- Reputation Index Score - Average % participation score on the Employee Engagement Surveys	Excellence and Inclusion
Sports Administration	Improving the efficiency and effectiveness of cricket administration	% growth in male player participation % growth in female player participation - ICC rankings of the Proteas Men’s team in all formats - ICC rankings of the Proteas Women’s team in all formats - Performance against total Professional Cricket Inclusivity Index - Performance against total Amateur Cricket Inclusivity Index - Members’ performance on the Pathway Programmes - Performance in driving CSA Pathway Scorecard - Performance on the Members’ Performance Scorecard	Access and Excellence
Commercial Sustainability	Developing innovative revenue streams and financial stability	- Actual revenue generation (actual vs budget) - Operating cost (actual vs budget) % score stadium ticket sales (collective capacity % p.a. – international matches – Men) % score stadium ticket sales (collective capacity % p.a. – international matches – Women)	Access, Inclusion and Excellence
Marketing and Customer Relationship Management	Strengthening brand presence and engaging with fans	- Avg % increase in interest for cricket (NFI top 2 interest rating) % increase in the Proteas - Men’s reach (social media) % increase in the Proteas - Women’s reach (social media) % increase in the unique viewership globally (Men and Women) - NPS Brand Tracker Score (max is 10) - Score on the Stadium Experience Survey - All (out of 5)	Access and Inclusion
Innovation	Leveraging new technologies and approaches to advance cricket	Implementation of prioritised digital transformation project systems	Excellence



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Our material matters

Material matters are the issues most likely to influence CSA’s ability to create sustainable value over the short, medium and long term. This considers materiality through two lenses: the impact CSA has on society, the economy and the environment (inside-out), and the way external developments, stakeholder sentiment and sector shifts affect CSA’s own value, revenue and long-term resilience (outside-in). Assessing both dimensions gives a fuller, more balanced view of what matters and why. The double materiality assessment also represents compliance with King V, signalling CSA’s readiness to transition to the updated reporting framework.

In FY2025/26, CSA revised its assessment of material matters to reflect the changing environment in which it operates.



OUR APPROACH

Our approach considers the identification, assessment, benchmarking and prioritisation of material themes based on stakeholder concerns, risk exposure, operating context and opportunities for growth, and embeds these themes into our strategic management framework.

The assessment drew on independent input streams, which were then consolidated into a single set of material matters:

- 1
- An external environment scan of the global cricket sector, identifying the macro regulatory, economic, competitive, social and technological forces shaping the game, most of which sit outside CSA’s direct control.
- 2
- Leadership interviews with CSA executives, capturing an informed internal view of the risks and opportunities facing the organisation across every portfolio.
- 3
- A stakeholder reputation survey, drawing on GlobeScan’s independent multi-stakeholder tracking research which tested how fans, players, cricketing communities, employees, Affiliates, commercial partners, government and the media perceive CSA. This provides an external validation layer against the internal view.

Each matter was rated for both impact and financial materiality and assigned an emphasis score reflecting how consistently it surfaced across the three streams.

The Executive Committee reviewed and consolidated the findings into 14 material matters, which were then reviewed and approved by the Board, consistent with King IV’s requirement that the governing body approve the basis on which materiality is determined and oversee the integrity of the resulting report.

RANK	1	2	3	4
MATERIAL MATTER	Diversity, Equity and Inclusion	Governance and Accountability	Talent Pathway and Succession	Financial Sustainability and Cost-Base Realignment
DESCRIPTION	CSA’s transformation agenda includes growing women’s cricket as a source of shared value across the game, expanding disability cricket, advancing racial representation and closing access and equity barriers. On-field transformation performance remains under close government and public scrutiny, with inclusion increasingly framed not as a compliance requirement but as a core grassroots-development mandate underpinning the long-term health of the sport.	Sound governance underpins everything CSA does. This covers the Board’s own effectiveness and its adoption of King IV and King V principles, ongoing review of the Memorandum of Incorporation (MOI) and the management of conflicts of interest at both board and executive levels. It also extends to the practical consequences of governance failure (e.g. Affiliates under administration) and IT governance and cybersecurity oversight. This is about CSA demonstrating transparent, ethical decision-making and financially prudent stewardship that stakeholders, regulators and partners can trust.	Cricket’s global talent market is competitive and CSA’s ability to identify, develop and retain players is central to its long-term competitiveness. This includes the pipeline from hubs and schools’ cricket to national weeks, the bursary system that broadens access to well-resourced schools and succession planning for an ageing national squad. It also includes funding models, and the broader HR framework CSA is building to manage talent and succession in a domestic and international environment shaped by T20 franchise leagues.	CSA’s cost base and revenue model are under sustained pressure. Broadcast revenue is exposed to global rights deflation and rand-dollar currency swings, while ICC funding in a four-year cycle doesn’t always match CSA’s spending needs. Affiliates remain heavily reliant on CSA, adding further strain. Realigning the cost base with a more volatile and concentrated revenue base, underpinned by sound investment and treasury policy, is essential to CSA’s financial sustainability.
PRIMARY STAKEHOLDERS	Government, Players, Communities, Fans, Schools	Board, Members’ Council, Government, ICC, Commercial Partners	Players, Schools, Affiliates, Communities, Employees	Board, CSA Finance, Affiliates, ICC, Commercial Partners



RANK	5	6	7	8	9	10	11	12	13	14
MATERIAL MATTER	Reputation, Trust and Stakeholder Confidence	World Cup Readiness and Legacy	Fan Engagement, Access and Experience	Global Shifts in Commercial Models	On-Field Performance and Competitiveness	Off-Field Talent Identification, Development and Retention	Affiliate Governance and Delivery-Model Sustainability	Player Wellbeing	Digital Transformation and Cybersecurity	Climate Change, Playability and Environmental Stewardship (New matter)
DESCRIPTION	Having rebuilt trust and stakeholder confidence, CSA must now sustain and grow that momentum. This includes advocacy, willingness to collaborate and confidence among commercial partners and government, with CSA's broader reputation as a national institution. It also captures how CSA is positioned relative to comparator sporting bodies such as SA Rugby, where CSA currently trails on affinity and advocacy among most stakeholder groups, making continued, visible leadership a priority for consolidating gains made.	Hosting the ICC Cricket World Cup 2027 is an opportunity and a governance responsibility. This covers the independent Local Organising Committee (LOC) and its arm's-length relationship with CSA, investment in stadium infrastructure, and compliance with ICC host-agreement requirements. Beyond the tournament, it includes the economic multiplier and tourism opportunity, and CSA's ability to convert hosting rights and facility quality into a legacy for South African cricket.	This covers ticketing affordability and international package pricing, access to merchandise and free-to-air broadcast visibility that keeps the game accessible to a broad public. It also addresses the promotion and scheduling of Test cricket and CSA's dedicated fan conversion strategy, aimed at closing the gap between on-field success and lasting fan engagement.	Cricket's commercial landscape is shifting on several fronts. This includes regulatory risks relating to sponsorships and pressure in the broadcast market from global consolidation, rights-valuation declines and unsold inventory. Diversification efforts (e.g. SA20 and SA Cricket Travel) and the need for a licence to operate in sensitive sponsorship categories are core to how CSA navigates a changing global commercial model.	On-field success is a key driver of national pride, commercial value and fan engagement. This covers CSA's results at ICC events and the ongoing challenge of retaining players. It also includes CSA's ability to convert elite performance into grassroots momentum rather than a one-off moment of celebration.	CSA's ability to attract, develop and retain skilled staff underpins its capacity to deliver on every other priority. This covers merit-based pay and incentive structures, a new HR digital transformation platform and employee engagement. It also includes investment in learning, development and bursaries and an organisational review aimed at resetting the workforce for CSA's strategic priorities.	CSA's delivery model (15 Affiliate Members) is under scrutiny for its cost and sustainability. This covers the governance of Affiliates and a shared-services model. It also addresses the political dynamics of the Members' Council, where approval processes can create conflict between Affiliates' roles as both voters and beneficiaries.	Player health and welfare directly determine on-field performance and CSA's duty of care to those it employs. This covers injury and travel workload from international tours, the new system introduced to monitor player condition and the strain created by calendar congestion. Preparation gaps ahead of the CWC27 add urgency to embedding sustainable, well-managed workloads across the playing group.	As CSA becomes more reliant on digital systems, the strength of its data governance and cybersecurity is a risk. This covers exposure to cybersecurity and digital-media risk, data oversight obligations under King V and a governance framework to match rising reliance on AI and third-party digital systems.	Cricket is uniquely exposed to a changing climate, and this is a newly recognised material matter for CSA. Rising heat is already affecting player safety and match scheduling globally, while water-intensive grounds strain scarce supplies, an acute concern in South Africa. Rain can disrupt match day, and broadcast revenue and adaptation costs are rising as eco-stadium design and drought-resistant turf shift from innovation to expectation.
PRIMARY STAKEHOLDERS	All stakeholder groups, especially Commercial Partners, Partners, Government, Employees, Media	Government, ICC, LOC, Commercial Partners, Players, Media	Players, Fans, Cricketing Communities	Board, CSA Finance, Commercial Partners, Government, Broadcasters, ICC	Fans, Cricketing Communities, Commercial Partners, Players	Employees, Affiliates, the HR and Remuneration Committee, Board	Members' Council, Affiliates, Board, Government	Players, Medical Committee, Team Management	Board, AGRC, IT function, Affiliates	Players, Fans, Broadcasters, Affiliates, Communities, Grounds/Facilities Management



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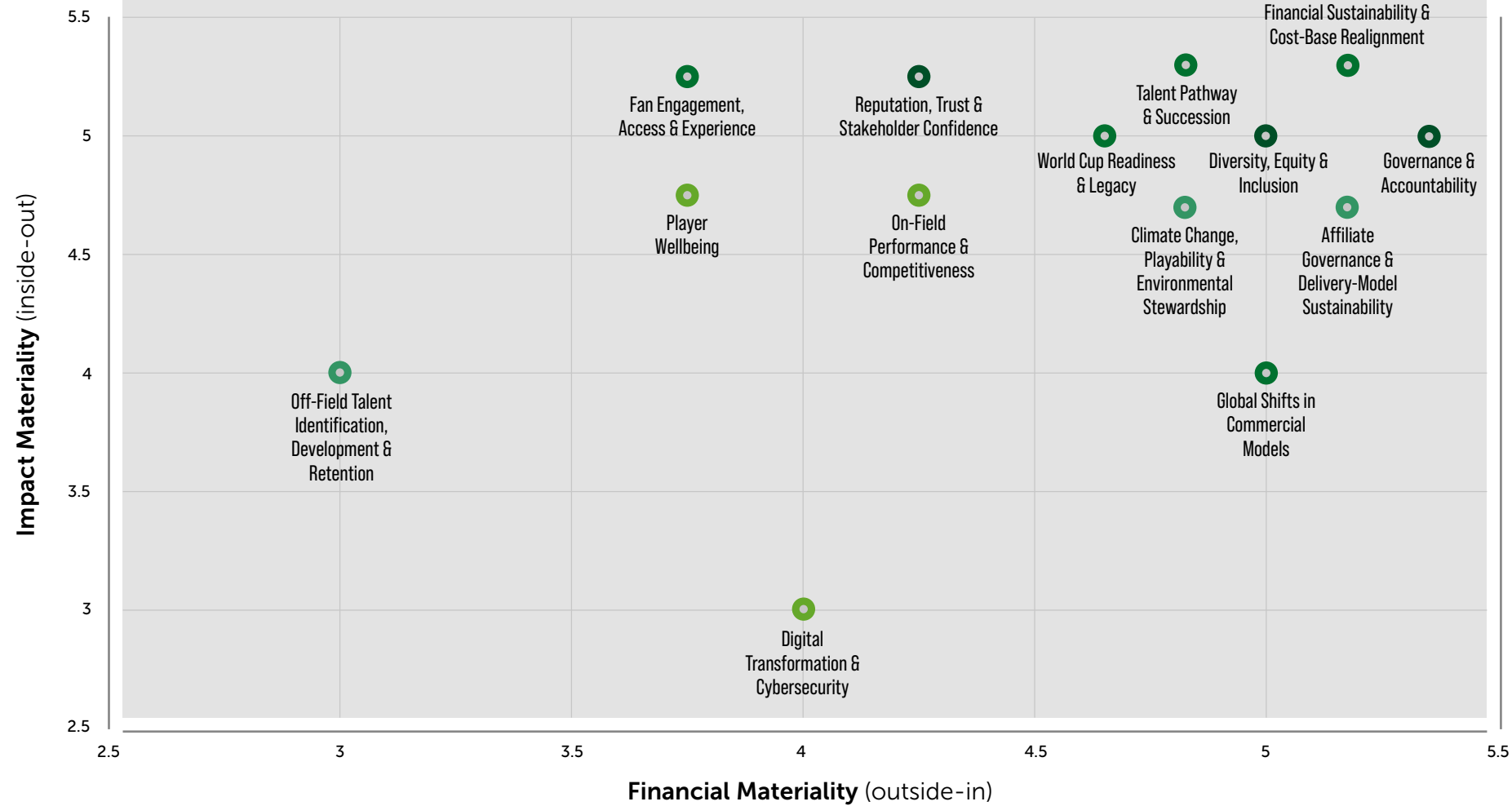
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Double Materiality Matrix – 14 Material Matters (FY2025/26)



1 = Low | 5 = High



MATERIALITY MOVEMENTS

This year we enhanced our reporting by showing how our material matters have changed since our previous report. Following our first formal double materiality assessment, the nine matters we previously reported have become 14 and each has been classified as retained, elevated or added, with the reasoning made explicit. The increase reflects sharper definition rather than a wholesale shift in priorities: several issues previously grouped within broader themes are now recognised as material matters, while two new matters have been added in response to our operating context.

RETAINED

Nine matters have been retained, in some cases under clearer language:

1. **Diversity, equity and inclusion**, previously reported as “Transformation”, remains a top-priority matter under sustained government and public scrutiny.
2. **Governance and accountability** continue to be reaffirmed by stakeholders as a core driver of trust.
3. The former “Talent identification, development and retention” is now **talent pathway and succession**.
4. This is complemented by an **off-field talent** matter covering CSA’s own workforce.
5. “Winning teams” continues as **on-field performance and competitiveness**.
6. **Financial sustainability** has been sharpened to foreground cost-base realignment against a concentrated revenue model.
7. **Affiliate governance and delivery-model sustainability** is reaffirmed given continuing pressure on the delivery model.
8. **Player wellbeing** remains material as both a duty-of-care and performance matter.
9. **Digital transformation and cybersecurity** carry forward its coverage of data governance and cyber risk under King V.

ELEVATED

Three matters have been elevated:

1. **Reputation, trust and stakeholder confidence** broadens the former “Brand and reputation” matter and absorbs the previously standalone competitive-benchmarking issue.
2. **Fan engagement, access and experience** is given distinct standing for the first time, reflecting its identification as a leading reputational risk and opportunity.
3. **Global shifts in commercial models** consolidates two issues – betting sponsor regulatory risk and the changing broadcast and media-rights landscape – into a single issue.

NEW

Two matters are newly recognised through this year’s assessment:

1. **World Cup readiness and legacy** is added as hosting the 2027 tournament moved into a governance and delivery responsibility.
2. **Climate change, playability and environmental stewardship**, identified through our external environment scan as a sector-wide material matter.

CASE STUDY



Coach development: Shukri Conrad

From Lansdowne to Lord's



“Legacy is built over time. The intention is to take a permanent seat at the table rather than have one allocated by others.”

– Shukri Conrad, Head Coach, Proteas Men’s team

South Africa had not won an ICC Men’s title in 27 years when Shukri Conrad took charge of the side in 2023. What he did to change the team surprised everyone. The problem he set out to solve was not primarily technical, it was more about team chemistry and belief.

His own preparation for that task began on Devon Road in Lansdowne, in street matches played with drains for wickets, where a batter who got out early spent the rest of the day bowling. There was no television to speak of and no social media, so the players had to imagine the cricketers they wanted to become. The lesson Conrad drew from it, and returned to repeatedly with the squad, was permission to dream, matched by the effort and resilience needed to make the dream survive contact with reality. His path from there ran through CSA’s own coaching and academy structures and he credits mentors within the system, among them Hylton Ackerman and Vincent Barnes, with shaping it.

He acted on that thinking with two decisions. He appointed Temba Bavuma as captain, valuing a measured, thoughtful style that led through performance and endurance, and he recalled Aiden Markram to the top of the order, having known his character since the National Academy. Around those two, he selected for character as much as ability, backed a core group through form and injury so players knew where they stood, and refused the underdog label the outside world had

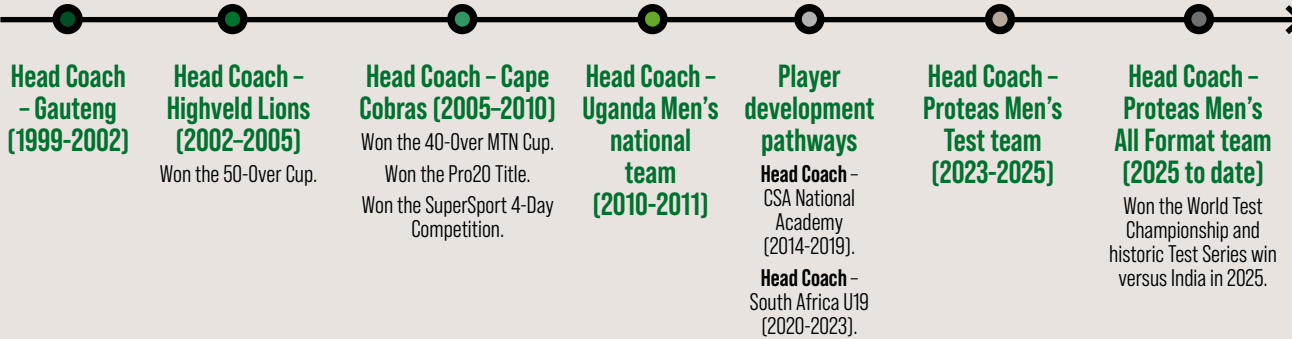
offered. Ahead of the final, Stuart Broad joined the coaching staff for dinner and then spoke to the squad about the pressures of Lord’s, helping the players prepare to absorb the occasion rather than shrink from it.

On 14 June 2025, South Africa beat Australia by five wickets at Lord’s, chasing down 282. Markram made 136 and was named Player of the Match. Bavuma made 65 batting through injury, having told his coach in unrepeatable terms that he would not be withdrawing, and Kagiso Rabada took nine wickets across the match. The two decisions Conrad had made in 2023 produced the two innings that won the title. Five months later, the side won a Test series in India for the first time in 25 years, taking both matches at Kolkata and Guwahati.

The value extends past the trophy. As Conrad puts it, everybody loves a winner and the country has seen what that does through the Springboks. The ambition now is for players and supporters to fall back in love with Test cricket and for a generation across schools, clubs and the professional game to believe that South Africa can win on the biggest stage.

A national team drawn from diverse backgrounds and led without recourse to superstar reputations offers a widely accessible model of what South African success can look like, proof that the coaching pathway can carry talent from a community with no formal cricket infrastructure to the highest office in the men’s game.

Shukri Conrad’s Coaching Career Timeline:



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STRATEGY-TO-CAPITALS CONNECTIVITY MATRIX

Each strategic focus area mapped to capitals built/depleted at short, medium and long term:

#	OBJECTIVE	STRATEGIC PILLAR	PRIMARY CAPITAL	SUPPORTING CAPITALS	HOW VALUE IS CREATED
1	Achieve targeted growth in participation to become the dominant sport in SA	Inclusion	Social and relationship	Human Manufactured	Growing participation deepens CSA's relationships with communities, schools and fans, drawing on people (coaches, administrators) and facilities to widen the base of the game.
2	South Africa's most inclusive sport	Inclusion	Social and relationship	Human Financial	Access and equity across the game strengthen CSA's social licence and legitimacy, funded through development investment and delivered through people.
3	Top 2/3 world-ranked team across all formats	Excellence/Stakeholder and reputation	Human	Intellectual Social and relationship	Winning teams are built on playing and coaching talent and high-performance knowledge; on-field success feeds national pride and CSA's reputation.
4	Effective pipeline management across all areas	Excellence/Sports administration	Human	Intellectual Manufactured	A functioning talent pipeline develops players and coaches (human), captured through pathway systems and data (intellectual), across hubs and facilities (manufactured).
5	Increase revenue and reserves through new business-model innovations	Financial sustainability	Financial	Intellectual Social and relationship	New revenue models rebuild financial strength, drawing on commercial know-how and partner and sponsor relationships.
6	Increase brand equity by creating world-class experiences across all formats	Excellence/ Marketing and customer relationship management	Social and relationship	Intellectual Manufactured	Brand equity is a relationship asset, built through fan and partner experience, enabled by content and data capability and by venues and match-day infrastructure.
7	Digitally transform to drive data-driven insights	Excellence/Innovation	Intellectual	Human Financial	Digital transformation builds CSA's knowledge and systems, requiring skilled people and investment to embed data-driven decision-making.



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 way we deliver societal, sporting and financial value in line with our strategy and purpose.

INPUTS

Business model



Financial capital

CSA's main lines of revenue are:

- Broadcast rights – R148 million
- Sponsorships – R167 million
- ICC distribution – R351 million
- ICC events – R169 million
- Other revenue – R21 million



Human and intellectual capital

- Members' Council
- CSA Board
- Cricket talent community
- CSA staff
- Brand
- Reputation
- Policies and procedures
- Organisational knowledge



Social and relationship capital

- Players
- Fans
- Communities
- Commercial partners
- ICC
- National, provincial and local government
- SASCOC
- Administrative personnel
- Suppliers
- Media



Manufactured capital

- Stadiums and hubs
- Equipment
- Technology



Natural capital

- Electricity
- Water
- Waste
- Emissions



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FINANCIAL CAPITAL



- Investments to develop amateur, domestic and professional cricket in South Africa
- Human capital development and upskilling
- Distributions to Affiliates of R493 million for professional, amateur and cricket development in their regions
- CWC27 hosting endorsements secured from host-cities and provincial governments

HUMAN AND INTELLECTUAL CAPITAL



- Youth, school and hub cricket provided player opportunities for 287,120 children
- R1 million, five-year Retshegofetse Sennelo Bursary Fund launched
- NYSP completed: ±3,800 youth placements funded by R43 million in government support
- Total number of active and certified coaches grew to 5,832
- Online personal development plans: 25 employees participated in the Leadership Development Programme
- Internship programme
- 171 employees (from 163), 0.6% staff turnover against a 10% target
- New HR digital platform live across recruitment, onboarding, performance, succession and compensation
- Five-year Employment Equity Plan and compliance certificate; DEI reporting targets met
- 130+ employees on the new wellness programme; new Parental Leave Policy

SOCIAL AND RELATIONSHIP CAPITAL



- Strengthened stakeholder trust through proactive engagement with fans, government, commercial partners and Affiliates
- Continued collaboration with commercial partners and delivery of shared-value initiatives
- Black Day ODI (“Brave in Black”) Gender-Based Violence (GBV) advocacy and fundraising campaign
- Hospitality events and match-day experiences used to deepen relationships with key stakeholders
- Dedicated women’s cricket platform
- Dedicated domestic cricket channel
- Increased engagement on social media: 4,704 374 Facebook followers; 826,000 video views
- Ongoing partnership with government and regulatory bodies to promote transformation and grassroots access
- 2025/26 GlobeScan survey: improvement across all four reputation indices off the 2023 baseline
- First bi-annual corporate newsletter and 18 stakeholder newsflashes; request for proposal for customer relationship management (CRM) tool evaluated
- Strengthened safeguarding: provincial Designated Safeguarding Officers (DSOs), compulsory coach awareness training, travelling DSOs on tour
- ICC World Test Championship title; Proteas Women’s first ICC Cricket World Cup final

MANUFACTURED CAPITAL



- Outputs by cricket unions:
- Hosting domestic and international events
 - Capex investment for ICC Cricket World Cup readiness across eight host venues
 - 70 CSA-funded cricket hubs sustained; 15 under-performing sites supported, weaker sites repurposed as development centres
 - Kagiso net facility handed over

NATURAL CAPITAL



- Outputs by cricket unions:
- Reinforced CSA’s commitment to environmental sustainability and operational continuity
 - Group-level baseline metrics established for electricity, water and emissions across the 15 Affiliates
 - First Scope 1 and 2 emissions report (DP World Wanderers), with methodology to be extended to all venues
 - Municipal engagement on supporting roads, water, sewage and electricity infrastructure

- Custodianship of cricket in South Africa, with a sustainable CSA funding model with ongoing cricket development that benefits the country
- Human capital, on and off the field, empowered to pursue excellence
- Four-year cycle closed with an overall profit of R492.9 million, despite the R440.6 million loss in a lighter tour year
- Cost discipline embedded and liquidity preserved: approximately R22 million in structural recoveries carried into the FY2027 budgeting and governance framework, and R281 million in cash and investments retained while funding R295 million in World Cup stadiums investment
- Long-term value unlocked through R65 million in National Lottery Commission grant funding relating to CWC27 infrastructure upgrades, to be matched by legacy infrastructure spending after the tournament, and a broader future revenue base from the Cricket First Foundation and national team sponsorships concluded after year-end

- A game that is safe, inclusive and accessible for all, underpinned by provincial designated safeguarding officers and compulsory coach awareness training
- Strengthened technical and leadership capacity across the organisation through targeted development programmes
- A more inclusive and transformed workforce reflecting South Africa’s diversity, with a stable, experienced core that retains institutional knowledge (171 employees; 0.6% turnover against a 10% target)
- Improved employee engagement, wellbeing and performance through wellness and recognition initiatives, with faster, better-informed people decisions on a single digital HR platform
- A growing pipeline of skilled players, coaches and administrators, evidenced by the ICC World Test Championship title and the Proteas Women’s first ICC Women’s Cricket World Cup final, with staff and coaches serving as positive brand ambassadors for CSA

- Strengthened stakeholder trust through meaningful engagement, transparent communication and improved public sentiment and fan engagement year-on-year
- Smooth delivery of events and inclusive decision-making that reinforce CSA’s reputation and brand visibility, supported by input from diverse stakeholder groups
- An expanded cricket pipeline through sustained community participation and the renewed 16-year KFC Mini Cricket partnership, now extended to the Proteas Women
- Enhanced social impact through shared-value partnerships, improved youth employability via National Youth Service placements and bursary support and advocacy on issues such as gender-based violence
- Host-city, provincial and national government backing secured for the CWC27

- Improved spectator safety and a positive brand experience through well-maintained stadiums
- World Cup-ready venues following R295 million invested in floodlighting, outfielders and pitch upgrades across host venues
- Reduced hosting risk at host venues through municipal engagement on roads, water, sewage and electricity infrastructure
- Lasting community facilities: 70 funded hubs sustained, weaker sites repurposed as development centres and the Kagiso net facility handed over
- Investor potential strengthened by a regulatory compliant cricket community

- Improved operational continuity and lower operational risk, with reduced disruption from loadshedding and water shortages
- Enhanced environmental sustainability and reduced reliance on municipal resources
- Uninterrupted player development and match hosting through improved infrastructure resilience, sustaining access to cricket despite environmental constraints
- A measurable environmental baseline for electricity, water and emissions across the 15 Affiliates, enabling target setting and year-on-year tracking
- Readiness for future climate and emissions disclosure through the first Scope 1 and 2 emissions report, strengthening CSA’s reputation as a responsible, resource-conscious sports body



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Our contribution to the SDGs

CSA's blueprint for development and social impact programmes aligns with the Kazan Action Plan adopted in 2017. The framework demonstrates the linkages between sport and the United Nations Sustainable Development Goals (SDGs), focusing on gender equality, social cohesion, health, and inclusive access to physical education.

CSA promotes the values of the SDGs through developmental programming and outreach, by supporting under-resourced communities with infrastructure, capacity building, equipment, coaching, and competitive playing opportunities for youth in marginalised areas.

In South Africa, this framework is overseen by the Department of Sport, Arts and Culture (formerly Sport and Recreation South Africa) and the South African Sports Confederation and Olympic Committee (SASCOC). As a national governing body, CSA aligns its transformation targets and development pathways with these government policies, which prioritise equal access and social inclusion.

SDG alignment with CSA programmes

SDG GOAL	CSA ALIGNMENT	CSA ACTIVITIES	CSA OUTPUTS
 SDG 3 Good health and wellbeing	- 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. - CSA's own corporate social investment programme supports Breast Cancer Awareness and access to early detection through improved screening.	- KFC Mini Cricket - Cricket Hubs - Pink Day ODI	141,044 Children participated in Mini Cricket 280,753 children participate in cricket from Mini Cricket up to high school - Nearly R2.4 million invested in Charlotte Maxeke Hospital Breast Cancer Ward to improve screening capacity and patient care
 SDG 4 Quality education	- We provide structured learning and development opportunities for players, coaches and administrators. - Our talent pipeline targets both boys and girls to participate in cricket from an early age. Cricket enhances ECD outcomes. - Outdoor sports promote team building, social skills and better learning outcomes. - Our bursaries for talented players ensure holistic support, including social development, improved nutrition, psychosocial support, and tutoring.	- ECD outcomes through Mini Cricket - Cricket Talent Pathway - Elite Coach Development - School Bursaries - School Feeding Schemes	- KFC Mini Cricket - Cricket Hubs - Whole School Bursaries - Personal Development Plans include tutoring
 SDG 5 Gender Equality	- CSA provides equal talent pathway opportunities for boys and girls through hubs, clubs and professional teams. - 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.	- Level of participation by girls and women in cricket has increased - KFC Mini Cricket - Cricket Hubs - The Proteas Women - Women's Professional League - Coaches - Umpires - CSA DEI Policy	75,336 girls playing Youth Cricket from foundation phase to high school 2,040 girls playing cricket across hubs 712 female players across domestic leagues 15 Proteas Women's professional players 42% women employed across CSA
 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 Development Service Programme - CSA Staff - CSA Affiliates - Hosting CWC	- NYDS provided 3,800 apprenticeships - Coaching and other opportunities for NYDA cohort - CSA staff complement rose to 171 - CWC is projected to create 27,347 Job opportunities and a direct spend of R6.7 billion



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 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. - Cricket First Foundation will further support access and the enabling environment by removing social barriers. - Bursaries target talented players by providing access to top schools where sports and academics are prioritised.	CSA Talent Pipeline provides structured programmes from Mini Cricket, Hub level, Meso Cricket, bursaries.	- Cricket First Foundation will work exclusively to remove social barriers that drive inequality. - Bursaries already providing talented players access to sports-centred schools.
 SDG 11 Sustainable cities and communities	Through CSA Affiliates and local cricket hubs, CSA provides inclusive, safe spaces for youth and young adults to play sport.	- CSA stadiums, cricket hubs and sports facilities collectively promote green spaces and offset development. - Stadium upgrade programme at eight venues for the ICC Cricket World Cup 2027, including floodlight replacement and outfield and drainage work. - Water security infrastructure at venue level, including boreholes, reservoirs and rainwater harvesting. - Environmental impact assessments and match-day waste and recycling plans as conditions of stadium operating approval.	- Floodlights replaced at four host venues. - Borehole and 180,000-litre reserve at DP World Wanderers Stadium protecting match days against municipal supply interruptions. - R295 million committed to stadium upgrades across eight venues. - Buffalo City Metro committed R20 million towards floodlight and mast replacement at Buffalo Park.
 SDG 13 Climate action	Affiliates are working to reduce the carbon footprint of stadiums by deploying rainwater harvesting technology, artificial drop-in pitches that do not require harmful inputs, such as fertilisers, and installing small-scale embedded generation, such as rooftop solar, to reduce carbon emissions from fossil fuels.	- First greenhouse gas (GHG) inventory prepared in accordance with the GHG Protocol. - Standard environmental data playbook issued to Affiliates, collecting monthly returns on energy, water, waste, single-use plastic, discharge and biodiversity. - Rooftop solar, LED conversion and inverters at venue and head office level.	- Scope 1, 2 and 3 emissions quantified for the first time, totalling 4,023.7 tCO₂e. 251.6 MWh generated by grid-tied solar at DP World Wanderers Stadium, with solar also operating at Newlands and SuperSport Park and renewable energy introduced by Boland in October 2025. 265,2 tonnes of waste diverted from landfill across seven Affiliates. - R2.2 million saved through the revised travel policy.
 SDG 16 Effective institutions	CSA upholds transparent governance, independent oversight and inclusive stakeholder engagement to ensure that cricket is governed ethically and responsibly.	CSA has an independent Board of Directors that has received clean audit outcomes for 4 years while continually reporting against best practice governance frameworks.	- IR and King IV aligned reporting. - Board already trained on King V transition. - Aligned with GRI Standards. - Safeguarding policy and regulatory compliance with sporting codes.
 SDG 17 Partnerships for the goals	CSA actively collaborates with government, global sports bodies and commercial partners to promote the development and sustainability of cricket in South Africa.	Partnerships with ICC, Department of Basic Education, Department of Sport, Arts and Culture, Department of Health, SASCOC and commercial partners.	CSA stakeholders.

THE BETWAY SA20 LEAGUE

Growing the Game

The SA20 professional domestic league’s value to CSA is multi-faceted and extends beyond popularity and fan participation. It provides a sustainable investment case for demonstrating how the development of cricket can produce commercial value and has become a proven pathway to support domestic players to transition into the international cricket system.

At nineteen, Nqobani Mokoena earned a call-up to the Proteas Men’s team after his first SA20 season. The league also funds women’s development camps in partnership with CSA at R1.5 million a year, now in their third consecutive year, and its Season 4 learnership programme placed 24 young professionals across venue, media, digital, cricket and photography functions.

The packed stands tell a unique story of how the league draws fans to the stadiums. Twenty-two of the 34 matches sold out and 84% of stadium capacity was filled, against 76% in Season 3. Spectators rated the match-day experience at 92% satisfaction and 88% intend to return for Season 5, while players rate the competition among their favourite in the world at 94%.

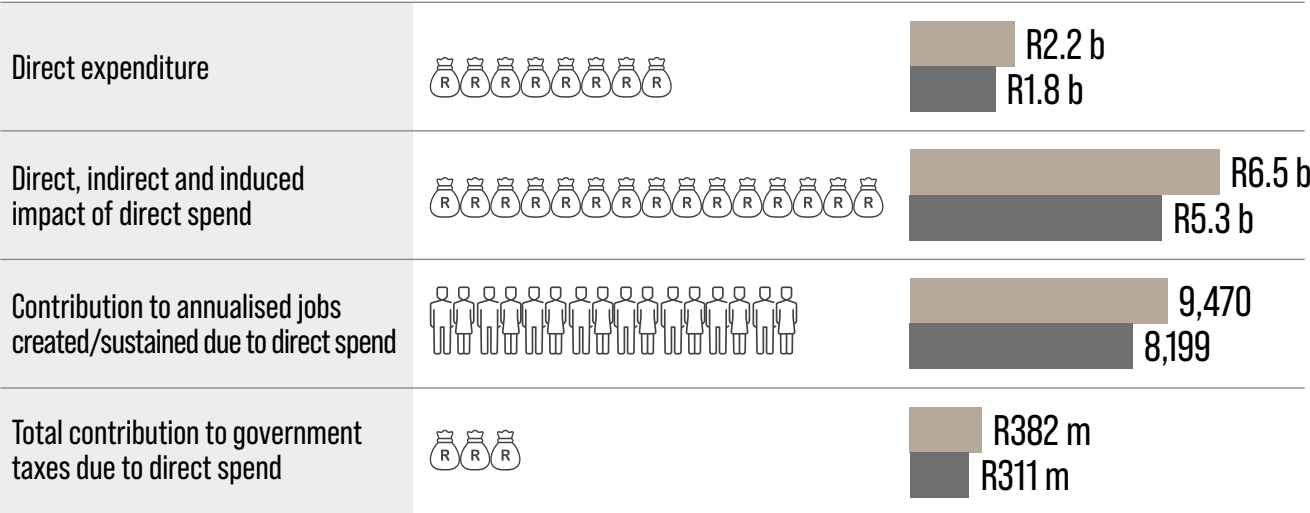
The strong following in India means that viewership continues to grow. Live viewership across the broadcast network grew by 11% and international media reach by 13%, with SuperSport recording 17% more unique viewers a match and a 30% rise in total consumption.

The Cricket Economy: How SA20 contributes

As Betway SA20 builds towards its milestone fifth season, the independently assessed economic impact of Season 4 has underlined the League’s growing contribution to South Africa, generating R6.5 billion in GDP contribution and creating or sustaining almost 9,500 jobs across the country.

The final Season 4 Economic Impact Assessment recorded the League’s strongest economic performance to date, with increases across direct expenditure, GDP contribution, employment and household income.

Total economic impact in South Africa



2026 2025

Sources: Betway SA20 Season 4 overview; Season 4 Economic Impact Assessment, BDO Advisory Services for Africa Cricket Development (Pty) Ltd, July 2026; CSA audited annual financial statements. Season 4 expenditure, household income, tax and attendance figures pending release of the final Season 4 assessment.

Community and Schools Development

The second edition of the Switch Schools SA20 was a resounding success, with over 600 schools participating around the country. Fully inclusive of government, private and special focus schools, as well as participants from 70 CSA Hubs across all 15 Affiliates, it stands as the largest national schools’ cricket tournament in the country. Jeppe High School for Boys and Queens High School were crowned winners at Finals weekend, held at the Tuks Oval in Pretoria.

As Betway SA20 prepares to celebrate its fifth anniversary in 2027, Season 4’s performance marks the next chapter in a journey that continues to revitalise the love of the game in South Africa.

About the SA20

The Betway SA20 is South Africa’s premier T20 league and the most consequential commercial development in the domestic game, modelled on the success of the Indian Premier League and entrenching South Africa’s position in the global cricket economy. The league was co-founded by CSA, SuperSport, and businessman Sundar Raman and is operated by Africa Cricket Development (Pty) Ltd. CSA holds 57.5% shares, with SuperSport at 30% and Raman at 12.5%. The league is accounted for as a joint venture rather than consolidated as a subsidiary.

The six franchises are owned by the proprietors of established Indian Premier League teams, each committed to a minimum 10-year investment. That structure brought international capital, operating expertise and global audiences into South African cricket while keeping the competition, its venues, its host cities and its player pathway anchored in the domestic system.

Season 4 ran from 26 December 2025 to 25 January 2026 and falls within this reporting period. Thirty-four matches were played across six franchises and six host cities, in the strongest season of the league’s short history. Sunrisers Eastern Cape were crowned champions for a third time in four seasons, defeating Pretoria Capitals in a sold-out final at Newlands; the fourth consecutive year the final has sold out.

THE SA20 TEAMS

FRANCHISE	HOST CITY AND HOME VENUE	OWNERSHIP
	Durban, Kingsmead	RPSG Sports Private Limited, owner of Lucknow Super Giants
	Johannesburg, The Wanderers Stadium	Chennai Super Kings Cricket Limited
	Cape Town, Newlands	Indiawin Sports Private Limited, owner of Mumbai Indians
	Paarl, Boland Park	Royals Sports Group, owner of Rajasthan Royals
	Centurion, SuperSport Park	JSW Sports, part of the JSW Group, owner of Delhi Capitals
	Gqeberha, St George’s Park	Sun TV Network Limited of the Sun Group, owner of Sunrisers Hyderabad



As part of CSA’s strategic objective to strengthen financial sustainability and in fulfilment of commitments made in our 2025 report, a non-profit company called Cricket First Foundation has been approved to support development and transformation programmes in a more structured and sustainable way.

While CSA is constituted as a non-profit company with a dual focus on development and performance, its funding model is largely driven by commercial partnerships and sponsorship opportunities leveraging the national brand of The Proteas. This means that development programming must compete with operational priorities for resources and that the organisation cannot extend to donors the tax benefits ordinarily associated with charitable giving. The Cricket First Foundation has been designed to address both constraints.

Purpose and rationale

The new non-profit entity will be responsible for advancing the key pillars of inclusion and access. By ring-fencing funds for development programming, the Cricket First Foundation ensures that these resources are protected and applied exclusively to their intended purpose, offering funders a high return on social impact investment.

At the same time, the Cricket First Foundation opens the door to new sources of funding from philanthropic and corporate partners with aligned values. Corporate social investment (CSI) and socio-economic development funders, charitable trusts and individual donors typically sit beyond the reach of a commercially driven sponsorship model. A dedicated, purpose-built vehicle allows cricket development to access this support. Rather than replacing CSA’s existing investment in development, the Foundation is intended to grow the overall pool of funding available and to enable longer-term, more strategic planning of development programmes.



A sustainable funding and governance model

During the 2026 financial year, a founding statement was developed, setting out the Foundation’s proposed structure, funding model and governance arrangements. An initial seed fund will be proposed to the Board. These funds will be invested in an endowment, with the returns generated used to support the Foundation’s activities. A portion of the funds raised each year will be set aside for reinvestment so that the capital base and the income it produces continue to grow over time.

Operational costs are to be kept to a minimum so that the mission is never compromised. The Cricket First Foundation will remain deliberately light on staff, with programmes delivered through CSA structures, Affiliates and credible delivery partners, while its directors will serve in a voluntary capacity. It will be governed by its own independent board, led by an independent chairperson and complemented by CSA representatives and individuals with experience and standing in cricket development.

It is being established as a non-profit company and will seek approval as a Public Benefit Organisation, together with Section 18A status, so that qualifying donations are tax-deductible for donors. Each programme it funds, whether an existing CSA development initiative such as the hubs and regional academies, a partner-led programme, or a new initiative introduced as funding grows, will be governed by a detailed implementation plan and a monitoring and evaluation framework with clear objectives, milestones and performance indicators.

Focus areas

Quality education.	It will provide scholarships and bursaries for talented cricketers. Recent research, including work published by the Centre for Development and Enterprise, has drawn attention to the depth of the challenges facing South African schooling. Education is the bedrock of CSA’s holistic player development philosophy, and bursary support, such as the opportunities available to cricketers aged 19 to 25 through the Fort Hare Academy, helps ensure that a promising career on the field is matched by qualifications and prospects off it.
Resilient infrastructure.	Poor and marginalised communities often lack adequate sporting facilities, limiting the athletic potential of children and young people. Playing fields and equipment are in short supply, existing facilities are frequently poorly maintained or vandalised, and participation in cricket remains low in many rural schools and communities. It will fund the development and maintenance of sporting facilities in underserved communities, in support of CSA’s Facilities Plan.
Health and wellness.	It will provide financial support for the healthcare needs of young athletes and fund structured wellbeing programmes, including psychosocial support, for players and the communities surrounding CSA’s development hubs.
Hunger alleviation.	A basic groceries and nutrition fund will support the families of athletes living below the poverty line, recognising that no young player can develop to their full potential without reliable access to nutritious food.

CASE STUDY

Retshegofetse Sennelo Bursary Fund at Krugersdorp High School



“Through the Retshegofetse Sennelo Bursary Fund, CSA aims to honour a young life lost too soon by creating lasting impact through education and cricket.”

Bursary recipients for 2026, Mamorena Mothusi, Lesedi Dave Katane, Kutlwano Dibetso

Retshegofetse “Tshego” Sennelo was a Grade 12 pupil and a gifted cricketer at Krugersdorp High School, a recognised Sport Focus School for cricket in partnership with the Central Gauteng Lions and CSA. On 1 February 2025, after a collision with a teammate during a match against CBC Boksburg, Tshego died of his injuries at Netcare Sunward Park. His death was a profound loss to his family, his school and the wider cricket community.

In his memory, CSA committed R1 million to a bursary fund at his school, disbursed over five years at R200,000 a year to cover tuition fees and cricket equipment for three pupils. The CSA Board formalised the contribution on 12 February 2026. The Central Gauteng Lions will oversee the recipients’ academic and personal development for the life of the bursary, with CGL Cricket Services Manager Reuben Mandlazi appointed as the school’s primary point of contact. Two of the three recipients are girls, in keeping with CSA’s commitment to equal opportunity in women’s cricket.

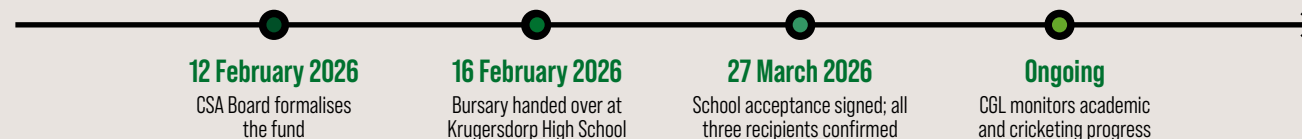
The bursary was handed over at Krugersdorp High School on 16 February 2026, and the day belonged to the recipients. Mamorena Mothusi admitted to nerves as much as excitement. Lesedi Dave Katane, who came all the way from North West province for the opportunity, spoke of feeling “rich, blessed and highly favoured”. Kutlwano Dibetso called it an honour to hold a bursary that carries Tshego’s name.

Krugersdorp’s Vice Principal for Sport, Elmien van Rooyen, told the gathering the bursary was about more than money. It would help the recipients “grow confidence because their value has been seen”. Tshego’s mother, Olga Sennelo, told the three she now considers them her own children and his brother Gomolemo urged them to carry his passion forward in the classroom and on the field. The Deputy Minister of Sport, Arts and Culture Peace Mabe also addressed the handover.

The school’s signed acceptance, confirming all three recipients, was executed by the principal on 27 March 2026, and four years of the five-year commitment still lie ahead. Over that period, CSA and CGL will track the recipients’ academic and cricketing progress so that future reports can show what the fund has achieved for the three young people who hold it. Tshego’s name now represents opportunity and hope for young cricketers from Krugersdorp High School.

The Retshegofetse Sennelo Bursary Fund: R1 million over five years for three pupils at Krugersdorp High School.

R1 million	R200,000	5 years	3	2 of 3
Total CSA commitment	Per year, for tuition and cricket equipment	Duration of the fund	Recipients at Krugersdorp High School	Recipients are girls



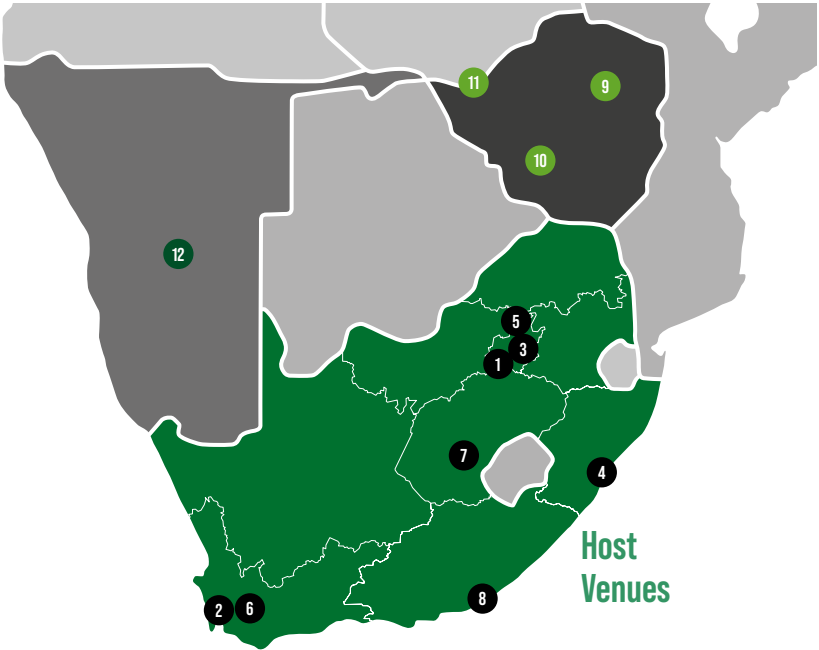
ICC CRICKET WORLD CUP 2027

South Africa will host the ICC Cricket World Cup from 4 October to 21 November 2027. The preparation and bid process was already concluded in November 2021, when the ICC announced that South Africa would host the Men’s One Day International World Cup together with Zimbabwe and Namibia.

The tournament has not been hosted in Africa since 2003, and this represents a once-in-a-generation opportunity for regional integration and to reposition the game of cricket as a force for good.

A total of 54 matches will be played across the three countries, with South Africa hosting the majority of games. The format for the tournament is 50 overs, with 14 teams qualifying and competing in it.

CSA has selected eight venues across South Africa where at least 41 matches will be held around the country, with the balance of games being hosted in Harare, Bulawayo, Victoria Falls and Windhoek:



HOST VENUES	1.	The Wanderers Stadium	Johannesburg
	2.	Newlands Cricket Ground	Cape Town
	3.	SuperSport Park	Centurion (Pretoria)
	4.	Kingsmead	Durban/eThekweni
	5.	St Georges Park	Gqeberha
	6.	Boland Park – Paarl	Paarl
	7.	Mangaung Oval	Bloemfontein/Mangaung
	8.	Buffalo Park	East London/KuGompo City
	9.	Harare Sports Club	Harare, Zimbabwe
	10.	Queens Sports Club	Bulawayo, Zimbabwe
	11.	Fale Mosi-oa-Tunya International Cricket Stadium	Victoria Falls, Zimbabwe
	12.	Namibia Cricket Ground	Windhoek, Namibia

Investment in Infrastructure

As part of the hosting agreement, CSA is responsible for the upgrading of stadium facilities. While many of the long lead infrastructure items such as stadium lights, replacement pitches and IT infrastructure have already been procured for the larger metro venues, CSA continues to engage local government partners and municipalities to ensure that supporting infrastructure around stadium venues is also strengthened. These include roads, water, sewage and electricity infrastructure as well preparing local safety officers to manage traffic and safety considerations.

As part of its governance and financial reporting requirements to the ICC, CSA established a separate non-profit company called 2027 Cricket World Cup NPC, which is the dedicated operational structure for the event, until its finalisation in February 2028.

The 2027 CWC NPC has its own Board, Executive and statutory committees, with a Joint Operating Committee that liaises with CSA executives. This design ensures that the World Cup organisational needs receive the focus and attention they require while not detracting from CSA’s core function.

CSA remains accountable to the ICC as the delivery partner for hosting CWC27 and there is full alignment between the CSA Board and the 2027 CWC NPC.

The 2027 CWC Board of Directors includes several high-profile directors and Board members who bring a wealth of experience in hosting an international event, along with integrity and credibility.

The 2027 CWC NPC will also be responsible for steering the Cricket World Cup Legacy projects that ensure that the investments made in cricket infrastructure for the event serve to expand access to and inclusion in cricket, and also support the sustainable growth of the sport.

CWC2027 Leadership

INDEPENDENT NON-EXECUTIVE DIRECTORS

- Trevor Manuel
(Independent Chairman)
- Dr Phumzile Mlambo-Ngcuka
(Lead Independent Director)
- Herman Bosman
- Nomfanelo Magwentshu
- Ravi Naidoo
- Dr Stavros Nicolaou
- Advocate Karrisha Pillay SC

NON-EXECUTIVE DIRECTORS

- Johannes Adams (CSA)
- Yunus Bobat (CSA)
- Vuyani Jarana (CSA)
- Advocate Philip October (Ministerial Nominee)
- Unathi Matthew Tshotwana (Ministerial Nominee)

EXECUTIVES

- Qondisa Ngwenya, CEO
- Edward Khoza, Chief Operating Officer
- Lindelwa Lerotholi, Programme Management and Delivery Director
- Jaco van der Walt (CA)SA, CFO

Ex Officio:

- Pholetsi Moseki (CA)SA, CSA CEO
- Tjaart van der Walt (CA)SA, CSA CFO
- Refentse Shinnars, CSA Public Affairs Executive

Company Secretary – Louisa Pheko



Economic Impact

The preparation and planning for the ICC Cricket World Cup 2027 reflect a massive investment for South Africa that will not only deliver on its mandate to the ICC but also provide economic returns for the country. As part of its economic impact projections, CSA has forecast the following:

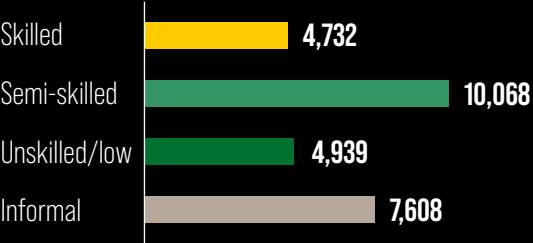


ICC CWC2027 POTENTIAL ECONOMIC IMPACT in South Africa

Direct Expenditure
R6.7 billion

Direct, Indirect & Induced Impact of Direct spend
R19.7 billion

Contribution to annualised jobs created/
sustained due to direct spend
27,347



Total contribution to government
taxes due to direct spend
R1.2 billion

Total contribution to household income
R5.1 billion



WELCOME

ABOUT CRICKET
SOUTH AFRICA

CREATING
SUSTAINABLE
VALUE

PERFORMANCE
REVIEW

CREATING AND
PRESERVING VALUE
THROUGH GOOD
GOVERNANCE

SUPPLEMENTARY
INFORMATION

Cricket Legacy

The CWC27 has been designed to leave a legacy that extends well beyond the tournament itself. Through the Delegation Agreement concluded between CSA and the 2027 Cricket World Cup NPC, both parties have committed to ensuring that the event advances broader social, economic and development goals, with particular emphasis on underserved and rural communities.

This commitment is given practical effect through the Amateur Cricket Development Payment, which the 2027 CWC NPC will make to CSA for application solely to the administration, development and promotion of amateur cricket, and through a structured programme of legacy initiatives intended to strengthen the game from grassroots participation through to elite performance across the southern African region.

CSA's legacy initiatives centre on retaining and improving cricket infrastructure and broadening access to the game, in alignment with its overall strategy and mandate. These include the Roving Groundsman Concept, through which 32 fully equipped pitch-maintenance trailers will be procured for the benefit of CSA's 15 Members and Kei Cricket; targeted upgrades to strategic clubs, hubs and school facilities that contribute to the player pathway; digital skills empowerment through the Logischool South Africa programme; the "School in a Box" afterschool initiative for identified talent between the ages of 10 and 12; the formal adoption of Disability Cricket as a key beneficiary of legacy funding; and capacity building for match officials, together with coaching clinics.

These are complemented by six continental initiatives agreed under the ICC Africa banner, including a cricket facilities programme, a proposed annual Best of Africa versus Best of SA20 series, U16 school competitions for boys and girls, and management capacity building, supported by ICC seed funding, extending the benefits of the tournament to all 21 ICC Members in Africa.



The Cricket World Cup logo
was unveiled in July 2026.



PERFORMANCE REVIEW

04

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Message from the CFO

I am pleased to present CSA’s financial results for the year ending 30 April 2026. As was signalled in last year’s report, 2026 was projected to be a loss-making year, shaped by a limited inbound tour calendar with the resultant negative impact on broadcasting revenue, made worse by the impact of a stronger rand during the course of the year.

CSA reported a net loss of R440 million for the year. Viewed in isolation, this is a very disappointing result. However, when viewed in the context of the four-year financial cycle that commenced in the 2022/23 financial year, with a R119 million loss marked by a post-COVID recovery in 2023, followed by profits of R815 million in 2024 and R238 million in 2025, CSA’s four-year cycle closed with an overall profit of R493 million. This is a pleasing turnaround from the loss of R569 million for the previous four-year cycle ended 30 April 2022.

The result for the past financial year highlights the exposure of CSA’s revenue to the rand-dollar exchange rate, as well as its reliance on strong inbound tours and resultant broadcast fees, notably from India. These are key factors that have resulted in a revised financial sustainability project aimed at the long-term correction of cricket’s cost base relative to its cyclical revenue, commented later on in this review.

TJAART
VAN DER WALT
CFO



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Financial performance

Revenue

CSA's total revenue for the year was R856 million, materially lower than the R1.4 billion generated in 2025, reflecting the impact of the inbound tour from India during the previous financial year. The continued strengthening of the rand against the US dollar, with an average rate of R17.17 during the year compared with R18.25 during the previous year, exacerbated the comparative lower revenue in 2026. CSA's main revenue lines for the year were as follows:

1. ICC distribution

As a full member of the ICC, CSA receives financial distributions based on a shared model. Distributions for the year were R351 million, also impacted negatively by the exchange rate movements as these distributions are US dollar-denominated.

2. Broadcast rights

Broadcasting revenue is generated from both domestic sources (SuperSport and SABC) and international broadcast partners. Revenue from broadcast rights was R148 million for the year, reflecting the lighter international tour calendar relative to 2025.

3. Sponsorships

Sponsorship revenue was R167 million, a pleasing increase from the sponsorship value of R125 million in the previous financial year. Several sponsorship deals were only concluded after year-end, representing a positive development for the organisation's finances going into 2027. Taken across the full four-year cycle, sponsorship revenue has shown a sustained and material increase since 2023, a trend we attribute directly to the consistent performance of both national teams and our compelling investment case which we continue to work on to build financial resilience.

4. ICC prize money

Gross ICC prize money of R127 million was received during the year, resulting from the Proteas Men's team winning the ICC World Test Championship in June 2025 and reaching the semi-final of the ICC T20 World Cup, together with the Proteas Women's run to the final of the ICC Women's ODI World Cup. Under existing agreements with the South African Cricketers' Association (SACA), 80% of gross prize money received was distributed to the players, with these gains reflecting in both revenue and expenses.

Expenses

Total expenses for the year were R1.3 billion. As in prior years, the vast majority of this spend relates directly to cricket, including national teams activities, domestic competitions, and development funding channelled through our Affiliates. The remainder relates to commercial, marketing and operational support efforts. The year saw an extensive international travel programme for both the men's and women's national teams, alongside a busier home season for women's cricket, both of which contributed to operational expenses.

Other contributors to the result

The year's result was further shaped by investment income earned on CSA's conservatively managed, diversified portfolio, and by our share of profit from CSA's investment in Africa Cricket Development (SA20). The result was however negatively impacted by net foreign exchange losses of R43 million, reflecting the impact of the stronger rand, as well as a once-off accounting adjustment of R51 million in line with IFRS relating to CWC27 infrastructure upgrade loans to Affiliates, with the timing of repayment of these loans only post the event.

Financial position and sustainability

Cash and investments reduced over the year from R690 million to R280 million, reflecting funding of operating losses and CSA's investment in stadium infrastructure funding ahead of CWC27.

We are grateful to have secured R65 million in grant funding from the National Lotteries Commission toward infrastructure upgrades, which will be matched by an equivalent commitment to cricket development infrastructure across the country from the proceeds of the Cricket World Cup once the tournament concludes.

CSA's diversified investment strategy remains conservative, prioritising the preservation of funds held for the future of the game.

Outlook

2027 is budgeted to be a loss-making year, despite a stronger inbound tour calendar, including confirmed tours from Australia and England, largely on the back of an even stronger rand exchange rate than experienced in 2026. Our view is however focused over the next two financial years to 30 April 2028, with a material turnaround expected in the 2028 financial year, inclusive of the expected proceeds of the Cricket World Cup in that year.

Our immediate priority remains disciplined liquidity management throughout this period. We are further embarking on a revised financial sustainability project, looking at the total cricket ecosystem to align CSA's increasing cost base to the realities of the current and expected future revenues.

The establishment of the new Cricket First Foundation as a distinct vehicle for growing development funding from potential philanthropic and corporate partners also forms part of our broader financial sustainability strategy.

CSA enters the next four-year cycle on the back of a solid outlook over the next two financial years and the focus on a restructured cricket ecosystem for financial sustainability for the longer term beyond that.

Tjaart van der Walt
Chief Financial Officer



Summary Consolidated Financial Statements

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2026

SUMMARY CONSOLIDATED STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME	GROUP	
	2026 R'000	2025 R'000
Revenue	856 270	1 391 360
Amateur cricket	22 844	30 304
Professional cricket	833 426	1 361 056
Expenses	(1 328 231)	(1 298 674)
Central cost	(128 118)	(155 121)
Amateur cricket	(294 625)	(280 249)
Professional cricket	(535 698)	(682 940)
National women and men teams	(369 790)	(180 364)
Investment income	73 432	95 227
Net foreign exchange (losses)/gains	(42 524)	29 226
Fair value adjustments	8 596	3 391
Share of profit from joint venture	43 088	49 594
Modification loss from loans to members	(51 190)	(32 146)
(Loss)/profit before taxation	(440 559)	237 978
Taxation expense	–	–
(Loss)/profit for the year	(440 559)	237 978
Other comprehensive income	–	–
Comprehensive (loss)/profit for the year	(440 559)	237 978

Summary Consolidated Financial Statements

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2026

SUMMARY CONSOLIDATED STATEMENT OF FINANCIAL POSITION	GROUP	
	2026 R'000	2025 R'000
ASSETS		
Non-current assets	880 440	535 619
Current assets excluding cash and cash equivalents	271 900	980 322
Cash and cash equivalents	125 434	144 980
TOTAL ASSETS	1 277 774	1 660 921
EQUITY AND LIABILITIES		
RESERVES		
Retained earnings	980 681	1 421 240
LIABILITIES		
Non-current liabilities	9 182	9 082
Current liabilities	287 911	230 600
TOTAL EQUITY AND LIABILITIES	1 277 774	1 660 922

Summary Consolidated Financial Statements

prepared from the audited annual financial statements of Cricket South Africa NPC
for the year ended 30 April 2026

SUMMARY CONSOLIDATED STATEMENT OF CHANGES IN EQUITY	GROUP	
	2026 R'000	2025 R'000
Balance at 30 April 2024	1 183 262	
Total comprehensive profit for the year	237 978	
Balance at 30 April 2025	1 421 240	
Total comprehensive loss for the year	(440 559)	
Balance at 30 April 2026	980 681	

SUMMARY CONSOLIDATED STATEMENT OF CASH FLOWS	GROUP	
	2026 R'000	2025 R'000
Loss before taxation	(440 559)	237 978
Non-cash adjustments to reconcile net profit to net cash flows	(92 180)	(146 508)
Working capital movements	431 324	(419 722)
Investment income from cash and cash equivalents	6 856	23 913
Net cash flow from operating activities	(94 559)	(304 339)
Net cash outflow from investing activities	74 679	(92 846)
Net (decrease)/increase in cash and cash equivalents	(19 880)	(397 186)
Cash and cash equivalents at the beginning of the year	144 980	542 166
Effect of exchange rate of cash and cash equivalents	334	–
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	125 434	144 980

Four-year financial plan

1 May 2022 to 30 April 2026

CSA prepares budgets and operates its business on the basis of a four-year financial planning cycle to take account of the variable revenue flows that arise from the divergent inbound international tours to South Africa each year. The four-year cycle allows CSA to plan programmes more sustainably and evaluate its finances more meaningfully. This is why annual results should be viewed in the context of the four-year cycle.

The results for the four-year cycle ended on 30 April 2026 are set out as follows, highlighting a very successful four-year financial cycle:

	FOUR-YEAR CYCLE				
	Total	FY23	FY24	FY25	FY26
Revenue	4 836 325	700 240	1 888 455	1 391 360	856 270
Expenses	4 690 157	904 441	1 158 812	1 298 674	1 328 230
Operating profit/(loss)	146 168	(204 201)	729 643	92 686	(471 960)
Investment income	216 652	14 388	33 775	95 057	73 432
Net foreign exchange gains/(losses)	58 344	43 973	27 669	29 226	(42 524)
Share of profit from joint venture	180 670	33 676	54 312	49 594	43 088
Other items	(108 947)	(7 225)	(30 543)	(28 585)	(42 594)
NET PROFIT/(LOSS)	492 887	(119 389)	814 856	237 978	(440 559)

The four-year financial plan does not form part of the summary financial statements and is presented as additional information.

Financial capital



What financial capital means to CSA

Financial capital is the funding available to CSA to run the game and grow it. It comes from broadcast rights, ICC distributions, sponsorships, event income and returns on our investments. As a non-profit company, we apply all our revenue to advancing cricket in South Africa.

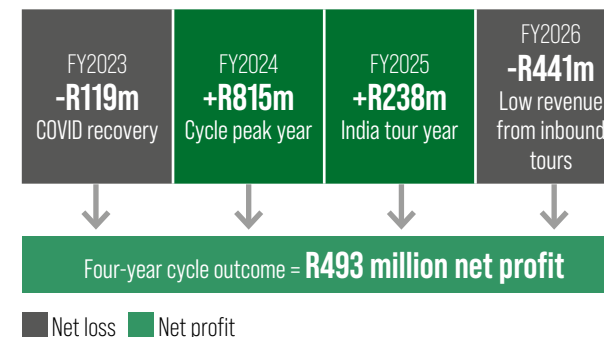
How financial capital supports our strategy and ambition

Financial capital is the input that converts our strategy into tangible programme delivery. It funds our cricket pipeline which includes our talent pathway, national teams and domestic competitions; sustains the amateur game and the talent pathway; supports our Affiliate Members; and pays for the stadium upgrades that will host the ICC Cricket World Cup 2027. Managing it well, through diversified revenue, fiscal discipline and healthy reserves, is what allows CSA to absorb the natural peaks and troughs of the international calendar, without interrupting investment in the game.

CSA's four-year funding cycle

CSA's finances are managed over a four-year cycle, as revenue is driven largely by the international touring calendar, where years that feature major inbound tours generate significant surpluses. The other years, particularly those with commercially negligible inbound tours or carrying substantial investment ahead of major events, are planned as loss-making.

The cycle that commenced in 2022/23 illustrates this pattern: a modest post-COVID loss was followed by two strong profit years, before a deficit in 2026 from a quieter inbound calendar. Overall, the cycle has closed with an overall profit of R492.9 million, underscoring the point that the organisation's financial trajectory remains sound.



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





The Proteas Brand

The Proteas offer a high-performance national team with an increasing international following and loyal fanbase. The cost of commercial partnerships and visibility are available at a fraction of the cost of comparable cricket markets.

Both the Men's and Women's teams have gained new followers, and their increased ICC rankings are translating into stronger commercial offerings.

Building on this foundation, CSA is deepening commercial value through multi-year strategic partnerships, data-driven sponsorship reporting and digital fan engagement platforms. It is accelerating women's cricket through dedicated commercial propositions and an equal-visibility strategy, while evolving the fan experience so that commercial windows extend well beyond match day.

Commercial partnerships

CSA's commercial programme has continued to gather momentum, with the sponsorship portfolio growing from eight partners in 2023 to 19 in 2026.

The focus in the period ahead is on concluding the remaining sponsorship inventory on the strength of a strong 2026/27 international season, commencing the sponsorship reset programme and securing targeted cost-alleviating partnerships in key cost-driving categories, all within the build-up to the CWC27.

Broadcast

The broadcast environment remains the most challenging component of the commercial programme, shaped by a changing landscape and the strategic uncertainty that has followed the Canal+ acquisition of MultiChoice, and globally the current corporate actions involving several broadcasters.

CSA is entering the final year of its current agreements with SuperSport and the SABC and is preparing to engage both broadcasters on long-term partnerships, using the promising 2026/27 season and the approach of the CWC27 as a platform. Confirmation of the next cycle of the Future Tours Programme, expected towards the end of 2026, will be central to these discussions.

Beyond South Africa, the conclusion of a broadcast partner for the United Kingdom and Ireland remains a priority, while negotiations for the Bangladesh territory are at an advanced stage. Delivery of Proteas content across SABC and SuperSport has continued without interruption, complemented by the rollout of virtual on-field graphics.

Cost Recovery

As part of the Financial Sustainability Project designed to reduce expenditure and make recoveries across business units, CSA identified approximately R22 million in structural cost recoveries related to travel, payroll/organisational restructuring, Board costs, branding, and domestic cricket restructuring. The project outcomes will be fully integrated into CSA's ongoing budgeting and governance framework for FY2026/27.

Revenue diversification

The Cricket First Foundation, comprehensively described on [page 38](#), had its founding document approved in May 2025. The entity will have an initial seed funding from CSA, with a further planned endowment from CSA and other founding partners.



Our investment case

CSA offers a compelling investment case for both commercial sponsors and philanthropic partners seeking to gain global visibility while making high social impact returns.

Our vision to make cricket the most accessible, inclusive and globally competitive sport in South Africa provides opportunities for potential commercial sponsors to partner with CSA in reaching a global cricket audience, estimated at 2.5 billion people.

Following our performance in the ICC World Test Championship and T20 World Cup, the Proteas Men’s and Women’s teams are increasingly seen as a premium brand.

After soccer, cricket is the second most popular sport in the world. The Nielsen Report from 2025 indicated a broadcasting viewership of 1,100,000 people worldwide.

The cricket economy in South Africa already makes a valuable contribution to our GDP through inbound tourism, job creation, support services and game attendance. CSA undertakes an economic impact study after every major international inbound tour to calculate the shared value generated. The demand for bespoke cricket tourism packages in the build-up to the CWC27 is likely to increase, with the potential for itineraries linking ecotourism across the host countries, also likely to enjoy a surge.

Our flagship development programmes begin at foundation phase from age six and primary school level and extend through to our various talent pathways across our regional hubs and our new dedicated SA20 Schools Tournament. We have designed these programmes to develop and support the whole child and build a comprehensive talent pathway for players to reach professional level. Through our various education bursaries and support services, we aim to be socially inclusive and offer equal opportunities for talented players to advance, regardless of their circumstances or background.

Inclusion of people with disabilities has been a dedicated focus for the past financial year, where programmes were expanded for hearing and sight impaired players.

STRATEGIC VALUE

SUPPORTING EVIDENCE

Aligning with our Values	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.
Supporting Early Childhood Development Outcomes and SDGs	A special UNESCO report has demonstrated the contribution that sport makes to achieving the SDGs. Children who have access to outdoor sports are healthier and more likely to have improved cognitive ability through sports that improve hand-eye coordination. • KFC Mini Cricket has reached 2.5 million children over the lifetime of the programme and 141,044 children in the last financial year. • 120 cricketers that have played for The Proteas came through the talent pathway of Mini Cricket. • Cricket First Foundation will focus on the enabling environment for children from poor economic backgrounds ensuring adequate nutrition, access to education and talent opportunities.
Talent pathways reaching young consumers	CSA has invested in a cricket pipeline that builds genuine talent pathways from youth to professional level. No other sport reaches as many young consumers through school tournaments, hubs and clubs.
A premium brand	The Proteas Men and Women national teams have become premium brands, attracting global audiences following ICC WTC victory.
Gender Inclusivity	The Proteas Women’s team achievement in the T20 semi-finals has created new female role models and increased both interest and participation of girls and women in the sport. As part of the SA20 School Tournament, 560 teams of boys and girls participated in the tournament, demonstrating a growing interest in the sport and more opportunities for girls to participate.
Inclusion, Access and Opportunity for players living with Disabilities	CSA hosted 2 tournaments this year for players with disabilities including Deaf and Blind Cricket. ICC Deaf Cricket T20 World Cup will take place in 2027, and we will host India Deaf Cricket Tour in 2026.
Digital innovation and World Class Infrastructure	Several of our stadiums are receiving infrastructure upgrades in preparation for our hosting of the CWC27. The concept of a smart stadium that enables fans, organisers and administrators to leverage technology, internet connectivity for broadcasting, streaming and match scoring, as well as public safety means multiple sponsorship and partnership opportunities exist for brands to be part of the innovation and join the cricket economy.
Cricket Tourism	• South Africa’s GDP receives a marked boost when it hosts international tours from India, England and Australia. • CWC27 is a once-in-a-generation event for boosting inbound tourism and related services across the tourism value chain. These include domestic flights, accommodation, food and hospitality, added ecotourism itineraries and local logistics and transport.

Capital trade-off disclosure

The Capital Trade-Off Disclosure is a new enhancement for the 2025/2026 IR. In developing this, CSA identified five key decisions from the last financial year where value was deliberately created in one capital at the cost of another. We disclose these as necessary trade-offs required to balance our public cricket mandate against financial discipline.



1.	World Cup infrastructure investment: Financial Capital for Manufactured Capital	CSA committed R295 million during the year to stadium infrastructure ahead of the ICC Cricket World Cup 2027, covering floodlighting, outfields and pitch upgrades across host venues. This investment impacted CSA's cash and investment balances, with balances at the end of the financial year at R280 million from R690 million at the end of the 2025 financial year. The organisation judged this an acceptable trade-off: near-term liquidity for stadium assets that will serve South African cricket for the next 20 years, further offset by R65 million in National Lottery Commission grant funding secured specifically for this purpose.
2.	Domestic cricket restructuring: Financial Capital for Human Capital	In continuing the Financial Sustainability Project, CSA reviewed the structure and cost of domestic cricket, including a revised Division 2 format that combined fixtures to reduce travel costs. In doing so, the organisation deliberately chose not to pursue more radical cost reduction, preserving four-day cricket in identified areas specifically to sustain the pathway that feeds and supports the national Test team. The resulting savings were real but more modest than initially targeted, but a conscious decision to protect the talent pipeline underpinning CSA's on-field performance over a faster route to cost efficiency.
3.	Additional Women's T20 series against India: Financial Capital for Social and Relationship Capital	CSA agreed to host five additional, unbudgeted Women's T20 Internationals against India in April 2026, at an estimated cost of R10.3 million to the year's result. This was viewed as an acceptable trade-off for a short-term Financial Capital cost, in exchange for strengthening CSA's relationship with the Board of Control for Cricket in India (BCCI) and securing India's Men's Home Tour for the 2028 financial year, a tour of considerably greater future financial and reputational value to South African cricket.
4.	WPCA PropCo share support: Financial Capital for Manufactured Capital	CSA is supporting a debt-funded repurchase of a portion of WPCA Property Holdings' share in the Newlands Cricket Ground development to support future returns that will assist in stabilising Western Province Cricket's liquidity position.
5.	Financial Sustainability Project cost interventions: Financial Capital for Human Capital	The R22 million in identified savings across insurance, travel policy and organisational structure represents fiscal discipline.





Human and intellectual capital



What human and intellectual capital means for CSA

Human Capital is the collective skills, experience, wellbeing and commitment of people within our organisation. At CSA, this spans two communities whose contributions are equally essential to efficiency, on-field success and long-term sustainability: our administrative personnel and our cricket Talent.

Intellectual capital is the knowledge, systems, performance frameworks and strategic models that inform and support our work – from our high performance and analytics capability to our people and governance platforms, to the integrity systems that safeguard the game. Together these two capitals are the primary engines of the value CSA creates for the sport and its stakeholders.

How human and intellectual capital support 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 – on and off the field – equipped to thrive in a demanding, high-scrutiny 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 is now shared across the Executive to ensure 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:

- A

Administrative personnel: Professionals across finance, HR, marketing, commercial, governance and other key functions who ensure the organisation runs smoothly and efficiently and with integrity.
- B

Cricket talent: Coaches, players, high-performance staff and performance analysts who directly shape our on-field results and sporting excellence, and who embody much of CSA's intellectual capital.
- C

We report on both groups with equal rigour, and we assess our performance against our strategy, our Employment Equity commitments and the King IV governance code, with independent assurance over material people and remuneration matters.



WELCOME

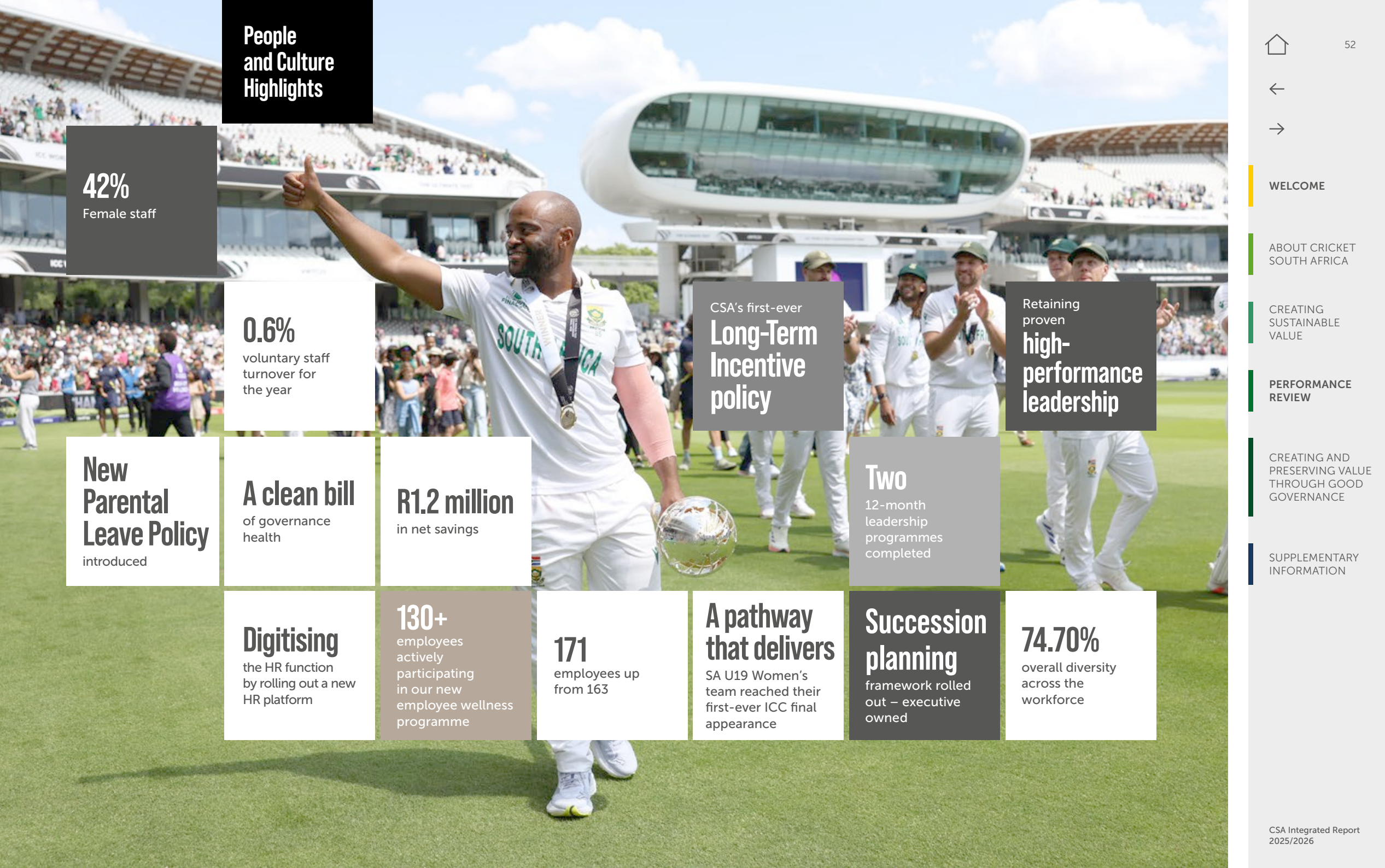
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People and Culture Highlights

42%
Female staff

0.6%
voluntary staff turnover for the year

New Parental Leave Policy
introduced

A clean bill
of governance health

R1.2 million
in net savings

Digitising
the HR function by rolling out a new HR platform

130+
employees actively participating in our new employee wellness programme

171
employees up from 163

CSA's first-ever
Long-Term Incentive policy

A pathway that delivers
SA U19 Women's team reached their first-ever ICC final appearance

Two
12-month leadership programmes completed

Succession planning
framework rolled out – executive owned

Retaining proven
high-performance leadership

74.70%
overall diversity across the workforce



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People and Culture Highlights

By the numbers

Workforce and stability

- **0.6%** voluntary staff turnover for the year, well inside CSA's 10% target, and a sharp improvement on the prior year, reflecting a settled and stable workforce.

Diversity and transformation

- **74.7%** overall diversity across the workforce.
- **42.1%** female representation, reflecting a sharpened focus on gender alongside race.
- Disability representation is an area of continued focus in line with our DEI Plan.

Reward, cost and wellbeing

- R14.39 million in short-term incentives paid to qualifying staff for the year, independently audited with no adverse findings.
- R1.2 million in net savings delivered through a smarter organisational structure, while still adding strategic capacity in Commercial and Governance.
- 130+ employees actively engaged with CSA's new wellness programme since its launch, with support extended at no extra cost to employees' families and to Affiliate Members.
- Two 12-month leadership programmes were completed, one for executives and one for managers, building the next generation of leaders.

Milestones worth celebrating



- **CSA's first-ever Long-Term Incentive policy approved.** A landmark shift towards rewarding sustained, long-term value creation, funded responsibly from surplus profit above budget.
- **New HR digital platform went live.** Spanning recruitment, onboarding, performance, succession and compensation – our biggest single investment in modernising how CSA has consolidated its people processes into a single system of record – institutionalising knowledge that previously lived with individuals.
- **Succession planning came of age.** Ownership shifted from HR alone into executives' own performance scorecards, embedding a shared, organisation-wide responsibility for building tomorrow's leaders.
- **Employee-driven Culture Blueprint.** A dedicated Culture workshop brought employees together to shape a set of behavioural statements and a leadership pledge – a blueprint for who CSA wants to be.
- **Anti-corruption function made permanent.** Its mandate expanded into intelligence, risk analysis and investigations, a meaningful, long-term investment in protecting the integrity of the game that represents durable institutional capability.
- **Five-year Employment Equity Plan finalised.** CSA's Employment Equity Compliance Certificate received from the Department of Labour, and DEI reporting targets met, with a sharpened focus on gender alongside race.
- **Leadership growth starting at the top.** The CEO's own leadership development programme reflects CSA's commitment to growth at every level of the organisation.
- **A clean bill of governance health.** A formal governance assurance statement confirmed no material governance breaches across the year, with every material HR and remuneration matter subject to rigorous scrutiny.
- **New Parental Leave Policy introduced.** Extending fair, shared parental leave entitlements to all employees and players alike, aligned with the latest South African legislation. A tangible signal of parity of care across our community.
- **Recognition Programme phase two launched.** Celebrating employee contributions across five defined categories and building a stronger culture of appreciation.

- **Career transition.** Support for players preparing for life beyond professional cricket is now an expectation across elite support that we provide.

Our focus areas

- **Embedding the new HR platform and Executive owned succession model.** Adoption and manager capability – not just deployment – will determine the return on investment.
- **Scarce, specialist skills.** Competition for high performance, data analytics and commercial talent remains intense, retention of these roles is a watch item despite our low overall turnover.
- **Constructive player relationship.** We continue to engage SACA as a material stakeholder on welfare, contracting and conditions.

This will ensure CSA's people and knowledge remain a durable source of competitive and organisational strength.

Cricket Talent highlights

Our players, coaches and high-performance staff are the heart of CSA's human and intellectual capital. We manage the athlete pathway, coaching pipeline and player welfare with the same rigour we apply to our administrative workforce.

Pathway and Performance

- **A pathway that delivers.** The **SA U19 Women's team** reached its **first-ever ICC final**, under the Head Coach: SA U19 and National Women's Academy, providing a proof point for our development pathway.
- **Retaining proven high-performance leadership.** We secured the continued leadership of this coach in recognition of a strong track record in a critical part of the women's pathway.
- **Unified Proteas Men's team management.** A move to a unified team management structure has strengthened leadership consistency across all formats.



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CASE STUDY



Enathi Khitshini's talent pathway: from Thembaletu to the national U19 squad



"Cricket has taught me discipline and patience. We even have tutors assisting us with our schoolwork while on tour so that we do not fall behind, showing us, that education is just as important as our sport."

– Enathi Khitshini, U19 player

Enathi Khitshini was born in 2007 in Thembaletu, outside the Garden Route town of George, one of seven children in a low-income household in a rural community. He was introduced to cricket at the age of five through KFC Mini Cricket. From that first session, he was supported through the pipeline at the Thembaletu Cricket Hub and then through the South Western Districts Cricket Union (SWD), where he could access equipment and mentorship from former professional and club players.

No one had taught him how the game was played; he simply picked the ball up along the seam and bowled with his left arm. His interest had been sparked by little more than a wish to join the conversation his older brothers were having around stumps and wickets, but the local hub coach saw something more and spent 13 years since shaping an amateur talent into a professional cricketer.

The Garden Route is a region of small towns where cricket hubs are managed under the auspices of SWD, home of the Garden Route Badgers. SWD sustains several cricket hubs across the region, ensuring that communities like Thembaletu have an equal opportunity to participate in the game. Guided by the CSA pillars of Access and Inclusion, the grassroots reach of CSA's development programmes brings cricket to more underserved communities than any other sport in South Africa. The cricket community has given back along the way. Fellow professional and club players provided the young bowler with equipment and ongoing mentorship.

There was no single role model or lucky break behind Enathi's rise. For two decades CSA has invested in programmes along the Talent Pathway that serve the developmental, social and wellbeing needs of young players alongside their cricket.

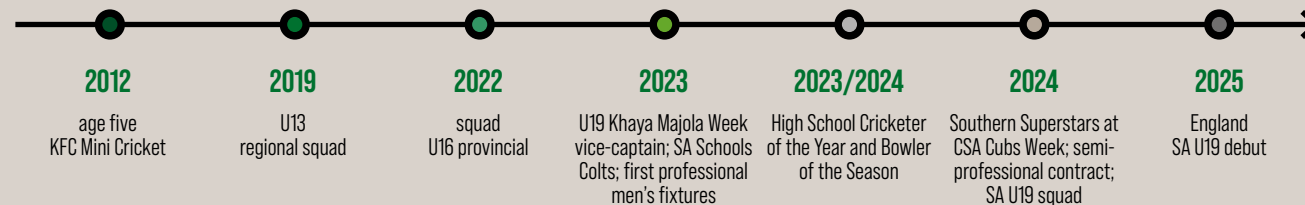
In 2020, Enathi lost both of his parents within months of each other. His cricket family rallied around him, with coaches and team managers going well beyond their job descriptions to provide mentorship, welfare and administrative support.

Education gets the same attention. Under CSA's Talent Acceleration Programme, tutors travel with squads so that schooling continues uninterrupted on tour.

When a lack of identity documents nearly kept Enathi out of an international tournament in Namibia, the same network went to work. CSA engaged the Department of Home Affairs (DHA), the Department of International Relations and Cooperation (DIRCO) and the South African Mission, and his passport and emergency travel papers were secured within days of the tournament to enable him to represent his country.

On the field, the milestones continued. Vice-captaincy of the U19 Khaya Majola Week and SA Schools Colts selection were followed by first professional men's fixtures against Western Province, the Paarl Rocks and the Warriors in Oudtshoorn. In the 2023/24 season he was named both High School Cricketer of the Year and Bowler of the Season. Selection for the Southern Superstars squad at CSA Cubs Week in 2024 brought a semi-professional contract and a place in the SA U19 squad. In 2025, he made his national U19 debut in the England tour of South Africa.

Enathi's role models are fellow left-arm spinners Mitchell Santner and Keshav Maharaj; bowlers he describes simply as "magic". It won't be long before South African cricket fans are celebrating him too.



Enathi's progression through the CSA Talent Pathway: from first ball to national colours.



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CSA people and culture

Digitising and professionalising HR

The year’s most significant structural investment was a new HR digital platform spanning recruitment, onboarding, performance management, succession planning and compensation. It moves CSA’s people processes from a manual, administrative model towards a strategic, self-service one for line managers. Implementation is substantially complete and embedding the platform and driving utilisation are priorities for the year ahead.

Talent management and succession planning

CSA introduced a formal succession planning process this year, with a deliberate shift in ownership from HR to line managers and executives and succession planning is now built into executive performance scorecards rather than residing with HR.

Organisational review and workforce shape

CSA undertook a competency assessment (comparing 2017 to 2025) to assess whether it had the core capabilities to deliver against its strategy. This led to targeted hiring, concentrated mainly in commercial and cricket services, with one IT-related role still open at the time of the interview. The anti-corruption function was also strengthened and converted from fixed-term contracts to permanent roles, expanding its remit into intelligence, risk analysis and investigations.

Remuneration governance

CSA’s first Long-Term Incentive policy was developed and approved this year, funded from surplus profit above budget across the 2025–2028 cycle, with eligibility linked to critical skills and performance rather than seniority. No LTI payout has occurred yet, consistent with the financial results for the cycle to date. Short-term incentives (STIs) remain governed by a three-tier framework (company, business unit, individual), with a minimum performance threshold to qualify. A new staff moderation committee (CEO, CFO, HR Executive) was introduced this year to strengthen oversight, alongside the HR and Remuneration Committee’s continued review of executive incentives.

Merit-based reward

CSA moved from a flat, tenure-based increase model to one directly linked to performance ratings. The annual increase cycle shifted from May to September so awards can be based on audited financial performance.

DEI and leadership development

CSA met its DEI reporting targets for the year, with an increased focus on gender and race. Two bespoke 12-month leadership programmes (for executives and for managers) were completed, aimed at building the behaviours and competencies needed to lead diverse teams and drive performance. The Culture workshop was also held producing a set of behavioural statements and a leadership pledge.

Safeguarding and Child Protection

CSA continued to strengthen its safeguarding policy this year under the risk and compliance framework, shifting focus from reaction towards prevention, through targeted awareness training across clubs, schools, coaches, team managers, and match officials. All coaches attending CSA coaching courses are now required to complete a safeguarding awareness course, and employers are mandated to conduct criminal record; sexual offenders registry and child protection register checks prior to appointment. Provincial DSOs have been appointed across member unions to support local oversight.

To close the gaps in volunteer coach vetting, particularly within the NYSP, CSA secured free safeguarding training for volunteers through an international partner organisation, while a formal vetting mechanism for this group remains under development. Following concerns raised about younger players’ exposure to adult environments while travelling with senior teams, CSA introduced a requirement for a dedicated travelling DSO on all touring teams.

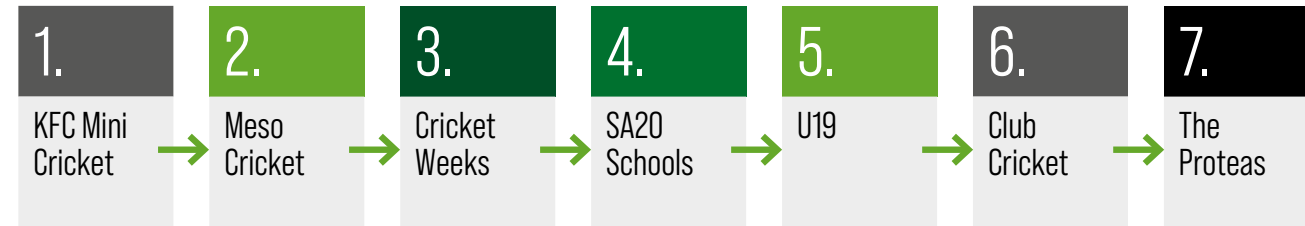
All safeguarding cases reported during the year were successfully resolved, with implicated individuals referred for prosecution where warranted. CSA is also developing a blacklisting policy to prevent individuals found guilty of misconduct from moving between provinces to continue coaching. Coaches and managers are trained in a duty-of-care approach, encouraging them to recognise signs of a child’s wellbeing beyond performance and to ensure no coach engages one-on-one with a minor without another adult present.

Cricket talent

CSA's vision is to make cricket in South Africa the most accessible, inclusive and globally competitive sport. The organisation does this by creating an enabling environment that unlocks opportunities and nurtures players through a development pipeline that provides community-based infrastructure, resources such as equipment, coaching and practice opportunities through tournaments. CSA's Talent Pathway is a structured series of programmes that are designed around age and talent progression.

From a human capital perspective, CSA defines these segments as amateur cricket, domestic cricket for local clubs and high performance or international cricket to describe the pinnacle national side, across all formats.

Cricket Talent Pathway



Domestic Cricket: Cricket Development Pipeline

The foundation phase is responsible for developing players from their first introduction to the game through to readiness for professional or national selection. It carries two of the organisation's core strategic objectives: achieving targeted growth in participation to establish cricket as South Africa's dominant sport and building the country's most inclusive sport by widening access to amateur cricket. Both objectives are measured against a single key result area: South Africa's most inclusive sport.

The pathway is structured in stages, each solving a specific problem in a young player's development:

- KFC Mini Cricket introduces the game; cricket hubs identify talent in communities without standalone cricket-playing schools.
- Meso Cricket bridges the gap between softball and hardball cricket, a transition point at which many young players have historically been lost to other sports.
- School Cricket and Cricket Week provide competitive, representative platforms.
- University and professional domestic cricket carry players into the high-performance system.

Oversight through the year surfaced a consistent theme: strong performance at the community and volunteer-driven end of the pathway, alongside real structural work still needed on player retention between age groups, data reliability, and the professionalisation of domestic cricket as a commercial product.



Step 1 KFC Mini Cricket

KFC Mini Cricket remains the entry point to the game for the majority of young South Africans, with North West identified as the pathway's top-performing affiliate over a multi-year trend, attributed to both programme structure and the strength of its Mini Cricketers coordinator. The KFC partnership itself was renewed during the year, coinciding with its 16th anniversary. More than 120 Mini Cricketers have gone on to represent The Proteas over that period, and the programme has reached an estimated 2.5 million children in total. KFC's commitment was extended for the first time to the Proteas Women alongside its existing Proteas Men's partnership. The programme's annual National Seminar brought together over 200 coordinators and coaches, with strong post-event satisfaction scores.

Step 2 Cricket Hubs

Cricket hubs were the strongest-performing of the community-level programmes and underwent a formal sustainability review during the year: an assessment of all 70 CSA-funded hubs identified 15 under-performing sites, which have since received additional support to improve within a set timeline. Hubs that fail to improve are not closed but repurposed into development centres, continuing to deliver Meso Cricket, Mini Cricket and talent identification at reduced scale, while new hubs already in the pipeline are launched independently rather than as replacements.

The committee has pressed the case for prioritising new hubs in areas without traditional cricket-playing schools, given how much more those communities depend on the hub structure, and multi-year trend data shows the programme's focus shifting over time from basic operations towards excellence in delivery. The hubs are also the primary delivery vehicle for the NYSP, which completed a successful phase during the year, engaging some 3,800 young people in six-month placements as coaches, administrators, event delivery staff and community activators, backed by government funding of R43 million channelled through the hub structure.

CSA was recognised by government as a leading implementing partner for the phase, and has since been invited into the next phase, with potential to extend the model to other sporting federations including netball and rugby.

Step 3

Meso Cricket

Meso Cricket closes a gap in the pathway between softball mini cricket and the hardball game, a transition point at which the organisation has historically lost a significant number of young players, deterred by the physical step up and the cost of protective equipment. Played with a modified, low-cost ball requiring little to no protective gear, Meso Cricket can be played on almost any surface, making it deliberately low barrier to entry. Piloted during the year across several provinces and funded through the NYSP, its primary objective is retention: keeping children in the cricket system for longer rather than losing them to other sports at a vulnerable stage in their development. It does not yet have a standalone line in the performance scorecard, being a newer addition to the pathway.

Step 4

School Cricket

The SA20 Schools Tournament underwent a branding change following the conclusion of a new commercial partnership. The tournament’s role in connecting different tiers of schools and hubs, and in advancing transformation objectives by broadening access for learners from disadvantaged backgrounds, was reaffirmed through year. A total of **561 school teams** competed nationwide, 186 of which were girls’ teams with an estimated 8,000 young players participating, 2,400 of whom were girls. Participation grew markedly year-on-year, with every squad required to include a minimum number of black players in both the squad and starting eleven under a CSA Board resolution.

A new initiative was piloted this year allowing winning school teams to play their local franchise team. The event previously known as the Schools Indaba has been renamed the **Pathway Indaba** to better reflect its scope across the full pathway, including tertiary cricket. On performance, the National Age Group Weeks Report surfaced both a concern and a genuine success: members were broadly competitive at U16 level but not at U19, pointing to a possible retention gap between those ages, while the Black Batters Programme is showing measurable impact at U19 level and the U16 girls’ standard of play across tournaments was highlighted as genuinely impressive, an encouraging marker for the women’s pathway specifically. Registered participation across schools and clubs has not yet recovered to pre-COVID levels, driven primarily by ongoing club amalgamation, and the committee has flagged a data-reliability risk, since Affiliates are not consistently recording all their cricketing activity.

Cricket Week

The country’s premier schoolboy representative tournament, sitting just below the Coca-Cola Khaya Majola Week in stature is moving to a merit-based national selection format, replacing the previous regional selection model to ensure the country’s strongest young players compete together regardless of geography.

Coach Education and Training

Coach education saw meaningful investment during the year, anchored by a proposed accreditation partnership with the Exercise Training Academy, which would see CSA’s Level 2 Coaching Course formally accredited and mapped towards a Higher Certificate in Coaching qualification. The partnership reached its final legal stages during the year, and the committee also identified the University of Fort Hare as a potential future accreditation partner, building on CSA’s existing relationship with the institution through the Fort Hare Cricket Academy. Earlier in the year, CSA appointed two additional coach developers to strengthen delivery capacity and addressed a gap in personal development plans for coaches by referring the matter to the Members’ Council to ensure Affiliates conclude performance agreements consistently, including at national teams’ level.

The committee also called for the Level 3 Coaches Programme to be expanded to widen access and better reflect diversity, equity and inclusion in nominations, and flagged the structure of coaching contracts, typically fixed term and heavily weighted in Affiliates’ favour, with no reasonable expectation of renewal, as an area requiring broader review of how the coaching ecosystem is set up to retain talent.

High Performance Cricket Review

South Africa’s national cricket teams delivered a year with real significance beyond the field of play. The Proteas Men were crowned World Test Champions at Lord’s, a result that resonated widely across the country and ensured South Africa has maintained its number 2 world Test ranking since. This reflects a system built over several years, the pathway from junior cricket through to the national side, rather than an isolated result.

The Proteas Women’s run to their first-ever ICC Women’s World Cup final, including a semi-final win over England, was the year’s most significant development for women’s cricket in South Africa. It drew record viewership and has been followed by a measurable rise in participation, more girls taking up the game, and more schools and clubs approaching CSA for support in building their own women’s programmes. It is also a fair marker of transformation progress: a fully professional women’s national side competing, and performing, at the top level of the international game.

Both results sit within CSA’s broader talent pathway strategy, discussed below, which aims to convert investment at grassroots and domestic level into sustained national team performance across formats.

Strategic Objective:	Top 2/3 world-ranked team across all three formats of the game
Key Results Area:	National winning teams
Key Performance Indicator:	ICC Rankings – Proteas Men (all formats) and Proteas Women (all formats)

Step 5 U19 Boys and Girls

The U19 programme is where the national pathway is tested earliest, and this year it delivered a mixed but instructive result. The Boys' side lost a home Youth ODI series to Bangladesh U19 (2-1) and were beaten in the final of a tri-series in Zimbabwe, before a disappointing showing at the ICC U19 World Cup in Namibia and Zimbabwe. The committee did not let the result pass without scrutiny, calling for a full debrief and stressing that South Africa, as one of the game's leading nations, should expect more consistent performance at age-group level. Management's position is that the tournament's developmental and exposure objectives were still met, even where the results were not; a debrief examining both is still outstanding.

The Girls' side had the stronger year, going through a tri-series unbeaten as part of preparation for the 2027 ICC U19 Women's World Cup in Bangladesh and early evidence of the investment now going into the women's pathway lower down the system.

The Convener of Selectors position for U19 cricket was vacant for part of the year, with the appointment process only advertised in March 2026 and targeted for completion in April.

CSA's U19 programme exists to give young players their first taste of the pressure and standards of international cricket and this year tested that purpose directly. The Boys' side faced a Bangladesh team playing with real pace and intensity in July/August 2025; while the results didn't go South Africa's way, management recognises that this was some of the most valuable exposure the group has had, sharpening resilience and match-hardness ahead of the 2026 ICC U19 World Cup. Notably, South Africa fielded a fully World-Cup-eligible squad throughout, a deliberate choice to build the exact group that will represent the country in Namibia and Zimbabwe.

The committee's response to a disappointing World Cup performance is itself a strength worth telling rather than accepting the result, members pushed for a full debrief and held management to account for translating age-group exposure into future improvement, the hallmark of a pathway that learns from itself.

On the Girls' side, an undefeated tri-series performance builds real momentum into the 2027 ICC U19 Women's World Cup.

Step 6 Proteas Women

This was a landmark year. Under new Head Coach Mandla Mashimbyi, a deliberate, well-resourced preparation programme, a national roadshow to every Division 1 union, specialist skills camps, a psychologist embedded throughout the tour, and results-backed series wins over the West Indies and Pakistan that culminated in the Proteas Women reaching their first-ever ICC Women's World Cup final, including a famous semi-final win over England and a five-match winning streak. Laura Wolvaardt's record-breaking tournament cemented her as a world-leading player and a symbol of what the programme is building towards.

CSA's management is already using this platform to widen access: a rotated squad approach for the upcoming series is deliberately creating opportunities for strong domestic performers, and a Road to 2029 World Cup plan is under way and evidence that success at the top is being used to open the pathway further, not close it.



Step 7 Proteas Men

The Men's team enters the record books as World Test Championship winners, defeating Australia at Lord's, and followed it with a Test series whitewash of Zimbabwe that extended the team's winning streak to 10 consecutive Tests which were a golden era of red-ball cricket. Management responded to this year's key leadership transition (Rob Walter's departure) with a considered, single-coach structure designed for continuity through to the 2027 World Cup on home soil.

CSA's transformation commitment remains a genuine and actively managed priority: the committee's own scrutiny of representation trends led directly to a set of concrete structural responses, extending the Black African Batters Development Programme into youth structures, and working to secure the stable, defined playing roles at domestic level that the data shows are the real key to players of colour translating opportunity into consistent performance. The new Players of National Interest model further strengthens the bridge between domestic unions and the national team, ensuring that developing a player for South Africa also builds value back into the union that produced them.

Social and relationship capital



CSA’s unique public mandate to advance the development of cricket for broader social impact while promoting the sport professionally means the organisation has a complex universe of stakeholders. Through our stakeholder relationships, we aim to strengthen governance and accountability, build trust, manage the organisation’s reputation and grow commercial partnerships that deliver shared value.

The meaning of social and relationship capital

Social and relationship capital refers to the relationships CSA holds with the individuals and organisations who support, govern, play, promote, fund and report on the game. This includes government, commercial partners, employees, players, Affiliates, the media, fans, and the volunteers, coaches and communities who sustain cricket at grassroots level.

These relationships underpin CSA’s ability to deliver on its mandate. Trusted relationships with government and regulators secure funding and legislative support for development and major events. Strong commercial partnerships sustain the revenue that funds cricket at every level. Engaged fans, players and communities convert on-field performance into lasting support for the game, rather than short-term interest. Social and relationship capital is built through consistent, transparent and ethical engagement with each stakeholder group.

Stakeholder engagement approach

CSA’s philosophy to stakeholder engagement is about collaboration, remaining people-centred and ensuring trust and integrity govern all our engagements.

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. Our approach is aligned with Principle 16 of King IV, which advocates for a stakeholder-inclusive approach to governance, one that balances the needs, interests and expectations of material stakeholders in the best interests of the organisation over time.

To track the strength of these relationships, CSA commissions an independent stakeholder reputation study every two years. The most recent study, conducted in late 2025 across all key stakeholder groups, assessed CSA’s performance on value creation, stakeholder engagement, trust and advocacy. Results improved across most measures compared with the 2023 study, with commercial partners, employees and government now forming CSA’s strongest base of advocacy. Players, fans and cricket communities remain more critical, particularly on fairness, consistency and access, representing both a risk and an opportunity for the organisation. Across all stakeholder groups, ethical conduct remains the strongest driver of trust in CSA.



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Building trust with our stakeholders:	GUIDING PRINCIPLES:		
	Leadership and governance	Stakeholder centricity	Employee focus
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 shared commitment to value creation.	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.	CSA maintains strong, transparent relationships with all stakeholders. We engage proactively and fairly, recognising that regular dialogue and responsiveness are key to building trust.	Our workforce is a key driver of CSA’s sustained value creation. We continue to prioritise the attraction, development and retention of talent, while advancing wellbeing and inclusion as enablers of a high-performing, resilient organisation.

Who they are and why we engage

STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	WHY WE ENGAGE	REPUTATION TREND [2023–2025]	ANNUAL ENGAGEMENTS (ACTUAL/TARGET)	VALUE CREATED THROUGH ENGAGEMENTS
CRICKET AFFILIATES AND MEMBERS’ COUNCIL (PROVINCIAL UNIONS, AFFILIATES, MEMBERS)	- Sustainable funding and support for provincial cricket - Consistent, ethical governance from CSA	- Members’ Council meetings - Collaboration on shared projects such as infrastructure upgrades - Presidential Plan funding cycle	Ensures effective administration and growth of cricket at provincial level; Capacity building of Affiliate leadership	VC ↑ SE ↑ TT ↑ AA ↑	18/13 (On-Target: 17 Additional: 1)	Governance Alignment: Promoted compliance and stable administration under King IV guidelines. Administrative Stability: Resolved localised union challenges and assisted on regional event marketing and event delivery.
PLAYERS (PROTEAS MEN AND WOMEN, SACA)	- Fair, transparent selection and remuneration - Investment in wellbeing and career development - Growth of the women’s game	- Direct engagement through the Director of Cricket - Training camps and wellbeing support - Regular SACA engagement	Delivers competitive, world-class national teams and safeguards player wellbeing; Provides holistic support to young players	VC ↑ SE ↑ TT ↑ AA ↑	3/7 (On-Target: 3)	Trust Building: Reintroduced Performance Excellence Caps in domestic leagues. Development Pipelines: Supported dual-career development through the Retshegofetse Sennelo Bursary Fund and hosted capping/homecoming programmes.
FANS	- Clear, accountable leadership - Transparency on selection and performance - More inclusive coverage of women’s cricket	- Digital and social media engagement - Match-day experiences - Fan surveys	Builds the loyal, engaged fan base that sustains commercial value and cricket’s social relevance	VC ↑ SE ↓ TT ↑ AA ↓	2/4 (On-Target: 2)	Social Value Advocacy: Conducted localised impact events, including Pink Day breast cancer drives and the “Brave in Black” GBV awareness match in Durban. Connecting Fans to Heroes: Conducted a six-city WTC Mace Tour and Captain Temba Bavuma’s Homecoming Parade in Langa.

Reputation index definitions:

- Value Creation (VC):** the extent to which stakeholders believe CSA generates meaningful value for them and for South African cricket, economically, socially and on the field.
- Stakeholder Engagement (SE):** the extent to which stakeholders feel CSA listens to them, involves them in decisions that affect them, and communicates with them transparently.
- Thick Trust (TT):** a deeper, more resilient form of trust built up through sustained, consistent experience with CSA over time, rather than a provisional or surface-level confidence.
- Active Advocacy (AA):** the extent to which stakeholders actively promote, defend or recommend CSA to others, going beyond a favourable private opinion to vocal, visible support.
- ↑/↓ shows the direction of movement between the 2023 and 2025 CSA stakeholder reputation studies.



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STAKEHOLDER	INTERESTS AND CONCERNS	HOW WE ENGAGE	WHY WE ENGAGE	REPUTATION TREND (2023–2025)	ANNUAL ENGAGEMENTS (ACTUAL/TARGET)	VALUE CREATED THROUGH ENGAGEMENTS
CRICKET COMMUNITIES AND HUBS (SPECTATORS, DEVELOPMENT HUBS)	- Access to facilities, funding and coaching support - Visibility for grassroots programmes	- Community cricket festivals - Coaching clinics and accreditation partnerships - Facility upgrades	Grows the game at grassroots level and builds a sustainable talent pipeline	VC ↑ SE ↑ TT ↑ AA ↑	70 hubs audited	Tourvest support for 5 new hubs.
EMPLOYEES (CSA ADMINISTRATION, STAFF)	- Fair, diverse leadership - Transparent decision-making - Support for wellbeing and growth	- Townhalls and internal communications - Engagement surveys - Leadership development programmes	Builds the capable, engaged workforce that delivers CSA's strategy on and off the field	VC ↑ SE ↑ TT ↑ AA ↑	34/11 (On-Target: 10 Additional: 24)	Workplace Culture: Implemented connection programmes, including the "WTC Poll" and "Letters to Legends" initiatives, alongside employee Wellness Days. Collaboration Tools: Provided ongoing staff training for the upcoming "CSA XI" Microsoft Teams intranet.
COMMERCIAL PARTNERS (BROADCASTERS, SPONSORS, SUPPLIERS)	- Transparent performance reporting and governance - Visible return on investment - A stable, high-performing national team - Brand visibility	- Partner forums and one-on-one engagements - Match-day hospitality - Co-created activations	Sustains the revenue that funds cricket development and offers partners an opportunity to be part of The Proteas brand, participate in nation building and the Cricket Talent Pathway	VC ↑ SE ↑ TT ↑ AA ↑	130/102 (On-Target: 120 Additional: 10)	Commercial Growth: Welcomed new key commercial partners, Radar Tyres, Shrey, Red Bull, Science in Sport (SiS) and Nestlé Bar One) and renewed the Ola partnership. Broadened Public Access: Signed a free-to-air broadcasting agreement with SABC and launched a milestone aircraft livery agreement with FlySafair.
GOVERNMENT (DSAC, PROVINCES, MUNICIPALITIES, DHA, DIRCO, NATIONAL TREASURY)	- Inclusive, transformative cricket development at grassroots level - Stronger disability cricket programmes - Ethical, accountable governance	- Strategic meetings and formal correspondence - Collaborative planning for the CWC27	Secure development funding, infrastructure support and regulatory alignment for grassroots and major event delivery	VC ↑ SE ↑ TT ↑ AA ↓	54/36 (On-Target: 25 Additional: 29)	CWC 2027 Infrastructure and Logistics: Secured Cape Town's hosting endorsement, advanced Free State bid staging, and initiated traffic/infrastructure upgrades with Gauteng MEC Maile. Visa and Border Clearance: Partnered with Home Affairs to fast-track travel documents for youth/senior bilateral tours (Pakistan, West Indies, Bangladesh).
MEDIA (BROADCASTERS, PRINT, RADIO, ONLINE)	- Timely, transparent access to CSA leadership - Equitable access to matches and players - Continued visibility of grassroots cricket	- Press conferences and media statements - Interviews and roundtables with the Executive Committee - Media newsflashes	Builds public trust and awareness through fair, accurate and consistent coverage	VC ↑ SE ↑ TT ↑ AA ↑	12/2 (On-Target: 2 Additional: 10)	Reputational Recovery: Rebuilt public perception through immediate post-match pitch-side press zones and held targeted media dinners. Community Coverage: Promoted youth development weeks (U16/U19 matches) using dedicated community media channels.



What we heard and what we did

The 2025 GlobeScan reputation tracking survey (722 stakeholders across eight groups) confirms that our actions are shifting sentiment. All four reputation indices improved on the 2023 baseline and trust rose in every group.

THICK TRUST INDEX

67.3 ▲ 4.7 vs 2023

VALUE CREATION INDEX

64.8 ▲ 5.0 vs 2023

STAKEHOLDER ENGAGEMENT INDEX

59.6 ▲ 3.0 vs 2023

ACTIVE ADVOCACY INDEX

70.9 ▲ 1.3 vs 2023

STAKEHOLDER	WHAT WE HEARD: GLOBESCAN 2025	WHAT WE DID: PROOF POINTS FROM 2024/2025
Affiliates Trust index 71.7 [▲ 2.1]	- Intervene where member governance fails - Hold administrators accountable - Stabilise domestic cricket with sustainable structures and funding	- Step-in at Border and Northern Cape: boards dissolved, administrators appointed, recovery milestones set - Governance matrix and Affiliate board training rolled out, activity-based funding via 14 annual payments - Sustainability Task Team agreed a revised domestic structure and alternative revenue streams for FY2026
Cricket communities Trust index 66.2 [▲ 3.9]	- Strengthen grassroots pathways, rural access, coaching and facilities (development rating lowest at 44%) - Hub and club players are overlooked for provincial selection	70 hubs sustained: 6,400 cricketers, 203 full-time coaches, hub players at national schools' weeks tripled from 138 (2016) to 457 (2024) 652 coaches earned the CSA Level 1 Certificate (Coaching Children) - Schools SA20 launched: 588 schools, 4,281 matches, winners received R50,000 for facilities, R20,000 equipment vouchers and five-year bursaries
Employees Trust index 82.4 [▲ 3.7]	- Transparent decision-making and consultation and fair, benchmarked remuneration - Recognition, accountability and leadership stability	- Online performance management system rolled out across all business units - Remuneration: performance-based pay, long-term incentives and market-benchmarked salary structures - Wellness offering relaunched, 25 staff on the Leadership Development Programme, Succession Planning Policy approved
Commercial partners Trust index 85.4 [▲ 17.5]	- Grow the fan base through coordinated marketing, improve accessibility and reliability - A clear, shared roadmap to the 2027 World Cup	5 new sponsors and official suppliers signed - Proteas T20 International title sponsorship secured - R295 million capex committed to upgrade eight stadiums for the ICC Men's CWC2027 - Partner forums, one-on-one engagements and hospitality - Broadcast reach of 500 million viewers in 100 territories
Players Trust index 65.8 [▲ 3.9]	- Equal investment in women's cricket – more fixtures and a professional league - Stronger domestic cricket, contract stability and fair, clear pathways	- Professional Domestic Women's League rolled out - First permanent Proteas Women head coach appointed (December 2024) - High-performance restructure: dedicated Director of National Teams and a Domestic Cricket Executive - Sports science (Catapult, TeamBuilder, Bolt) cut injury downtime - Mental-health support and SACA dual-career planning expanded
Fans Trust index 62.4 [▲ 1.5]	- Prioritise Test cricket; keep cricket affordable, visible and free-to-air - Merit-based, transparent selection (engagement index ▼ 1.5, the only group to decline)	- World Test Championship Mace won (8 wins, 2023–25); first-ever Men's T20 World Cup final reached - SABC free-to-air renewed alongside SuperSport - Digital ticketing and grassroots live streaming rolled out - Net Promoter Score up from 5.9 to 6.7 (FY2025) - Independent Selection Review Panel established; Safety at Stadia Policy updated
Government Trust index 84.4 [▲ 4.3]	- Confidence in inclusion delivery fell, down from 60% to 38% - Invest in rural, township and school cricket, grow the women's game	- NYSF Phase III: 1,000 Mini Cricket coaches trained, 324 umpires certified and placed at hubs, 3,000 youth reached since 2022 - KFC Mini Cricket: 4,652 schools and 119,926 children across all 52 districts, female participation up 30% over three years - DEI Indaba with government, Affiliates, SA20 and SACA agreed measurable transformation resolutions
Media Trust index 74.9 [▲ 9.9]	- Transparency and direct answers on governance and selection, fairer access to players - Domestic cricket has weak marketing, scheduling and broadcast	- CSA Connect newsletter, media WhatsApp group and Exco roundtables launched, crisis communication plan implemented - SABC free-to-air partnership renewed: 300+ live matches broadcast p.a., dedicated domestic and women's cricket channels - Digital reach: 4.1 million Facebook followers, 4.6 million video views



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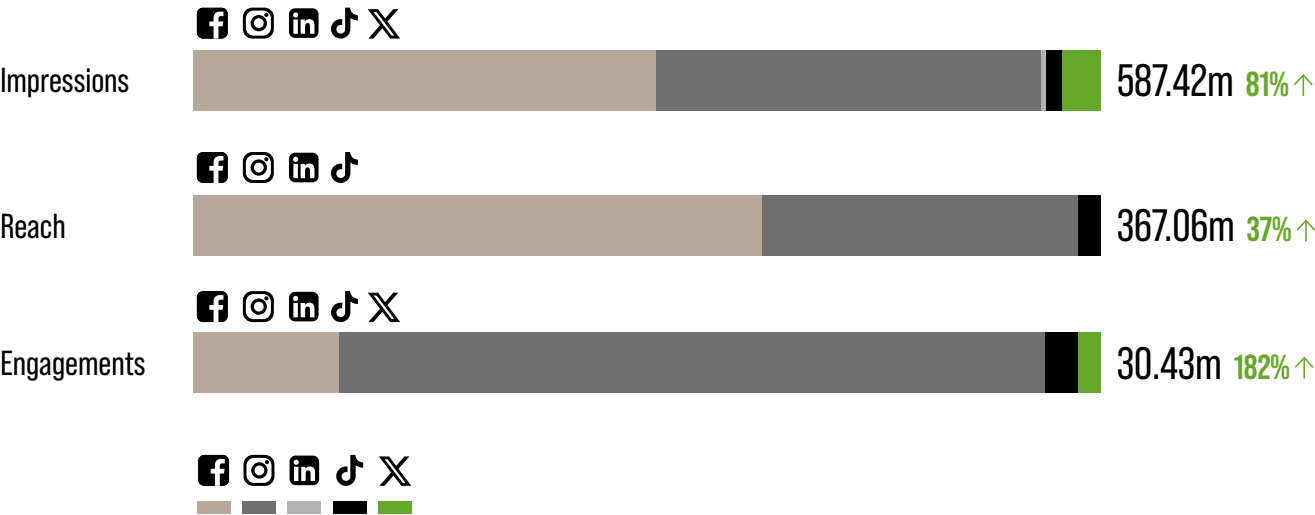
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CSA measures stakeholder engagement performance by comparing actual meetings and touchpoints against the Board-approved frequency targets. To align the stakeholder engagement results directly with CSA's executive commitments, engagements hosted across the financial year are linked to Executive Commitments and KPIs.

In the past financial year CSA also conducted a Fan Survey, a Reputation Survey, updated its Trust Score and measured remarkable growth across its social media platforms.



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CSA brands						
Role of platform	Inform, connect and discover	Inspire, observe and create	Inform, educate and conversation	Humanise, entertain and educate	Entertain and educate	Business and career update and educate
Comms approach	B2C	B2C	B2C	B2C	B2C	B2B
2024/2025 following	4 417 033	621 552	1 430 017	30 521	653 863	5 782
2025/2026 following	4 704 374 ↑	932 780 ↑	1 379 763 ↓	137 988 ↑	826 000 ↑	14 761 ↑



Manufactured capital



What manufactured capital means to CSA

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

Cricket hubs

CSA funds 70 hubs across its 15 Members, carrying roughly 6,400 cricketers and 203 full-time coaching staff. Hubs broaden the game in poor underserved communities, offer feeder schools access to facilities and develop players that go on to participate in the national talent pipeline.

During the year, CSA completed a full physical review of every hub in the country. Assessors visited all 70 sites over two months, covering 13,156 kilometres, and rated each one on coaching capacity, facilities, player development and local governance.

The review found ageing fields and nets, equipment shortages, limited funding beyond the CSA allocation, high travel costs and inconsistent municipal support. It also found strong commitment from hub staff and clear evidence that hubs with active school and community partnerships perform best.

Fifteen hubs were identified as under-performing in respect of player development and hub facilities. Those Members were given the remainder of the year to close the gaps, with CSA support. Where performance does not recover, a hub is repurposed rather than closed. It will continue to run KFC Mini Cricket and Meso Cricket, while pathway resources move to hubs able to play more competitive cricket. Cricket Hubs remain a vital component of player development with three times the number of players reaching provincial teams when compared to 10 years ago.

Equipment and playing resources

Equipment shortages were among the most frequently raised issues in the hub review, particularly age-appropriate bats, balls, protective gear and sidearms. Theft and vandalism of nets and covers place a further recurring strain on hub budgets.

CSA supplies match balls and transport subsidies to Members for school cricket, and continues to close the Meso Cricket equipment gap, supported by the NYSP and volunteer coaches.

Providing digital assets for our Cricket Community

Cricket South Africa developed its own app where cricket content for fans, tournament dates and tickets and tours can be directly accessed through one platform. The app was unveiled in May 2026 and signals a strong move towards CSA's digital innovation strategy.

Preparing for the ICC Cricket World Cup 2027

Delivering match venues that meet the ICC's exacting standards is central to CSA's obligations as host of the ICC Cricket World Cup 2027 and the past year has seen the venue readiness programme move firmly into its execution phase.

The ICC conducted a review of broadcast and playing infrastructure across the host venues from 15 to 27 April 2026, with a further visit planned for the end of October 2026 to consolidate the plans and verify the work completed during the off-season.

Alongside the physical work, the digitalisation of the host venues is being advanced across IT infrastructure, ticketing and the fan experience.

Floodlight upgrades are complete at the four major stadiums, and the first exchangeable pitch has been implemented at the Wanderers. Further work in progress includes the roof replacement at St George's Park, new players and match officials' area at Boland Park and new media centre at Buffalo Park.

Through ICC Africa, CSA is supporting a continental facilities programme under which each African Member receives at least 10 new cricket nets, with construction running through 2026 and 2027.



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South African Cricket World Cup venue updates

Most of the South African venues are tracking well against their timelines.

- In **Cape Town**, all central projects are running to schedule, with the stadium infrastructure upgrades managed by the WPCA as a dedicated project under steering-committee oversight and supported by a R7.5 million contribution from the Western Cape Government. Upgrades to the field of play will follow the completion of the central projects.
- At **Paarl**, ring-fenced funding of R16 million for the new players' and match officials' area has been confirmed, comprising R7.5 million from the Western Cape Government and R8.5 million in National Lotteries Commission funding. The new scoreboard is installed and fully operational, the practice facilities are ready for the tournament, and the remaining items are to be finalised during the off-season ahead of the ICC inspection in October 2026.
- **Durban's** new practice nets area has been finalised with pitch construction to follow.
- **Centurion** awaits the final architectural design for its new players' dining room, earmarked for completion by early October 2026.
- In **Johannesburg**, the host union is pursuing a pitch rehabilitation programme.
- In **Bloemfontein**, the tournament curator is now working to remedy any issues ahead of the final ICC reconnaissance.
- In **East London**, the Eastern Cape Government has confirmed funding of R5.8 million towards the new scoreboard and floodlight funding has been received from the Buffalo City Municipality.
- In **Gqeberha**, a remedial programme of the Freilinghaus Pavilion roof, costing R16 million, has been agreed with the host union, funded by CSA and recoverable from the venue's tournament revenues, with work commencing in July 2026 for completion by September 2026 under the oversight of the project team.

The programme reflects a venue portfolio that is on course, funded and under active management ahead of the ICC's final pre-tournament inspections.

Regional venues in Zimbabwe and Namibia

Preparations in the co-host countries are well advanced. **Bulawayo** recently staged the ICC U19 Men's World Cup 2026, and the inspections undertaken there have identified targeted areas for improvement. The new **Victoria Falls Stadium** is in the final stage of construction and is projected to host domestic matches from October 2026, while **Windhoek's** new cricket stadium, opened on 11 October 2025, has likewise already proven itself as a host of the U19 World Cup.

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Natural capital



What natural capital means to CSA

Natural capital refers to the natural resources and ecosystem services that underpin the game: clean air, water, soil and biodiversity. It determines the quality of playing surfaces, the availability of water for irrigation, the cost and reliability of energy for stadium operations and the environmental footprint of cricket events.

How natural capital supports our strategy and ambition

Managing natural capital well strengthens operational resilience, contains the cost pressures that flow from resource scarcity and positions CSA as a responsible leader in African and global sport. It supports compliance with national regulation, meets the expectations of partners and fans, and underpins our credibility as host of the ICC Cricket World Cup 2027.

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 cricket operations: managing resources responsibly, reducing our impact and building a culture of sustainability at every level of the game.

South Africa faces persistent water stress, ageing municipal infrastructure and energy insecurity, and our Affiliates must balance operational demands against environmental responsibility while under financial pressure. In 2025/2026 CSA's emphasis shifted from intent to measurement. The organisation quantified GHG for the first time and developed a draft Sustainability Management Framework. This sets a foundation for better environmental stewardship in the future and further improvement and accuracy of environmental reporting.

Natural capital Highlights

CSA's first GHG inventory for Scope 1, 2 and 3

with total emissions of 4,023.68 tCO₂e

A revised travel policy delivering **R2.2 million in savings**, with airline partnership negotiations underway to reduce international travel exposure

Floodlight replacement

at four World Cup host venues, reducing the power drawn by the most energy-intensive asset at each ground

The Sustainability Management Framework,

with environmental stewardship as one of five pillars, was approved by the Board in March 2026

A new borehole

at DP World Wanderers Stadium, expected to halve a R1.8 million annual municipal water bill from 2026/2027



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Governing natural capital

The Social and Ethics Committee (SEC) holds delegated Board oversight of environmental performance, including responsibility for ensuring that a sustainability framework is in place and that its implementation is monitored. During the year, the committee oversaw the development of the sustainability management framework, tabled in draft in March 2026, which carries environmental stewardship as one of five pillars. The AGRC oversees the strategic risk register and the control environment in which environmental data is prepared.

At management level, the Public Affairs Executive is accountable for the SMF and reports to the SEC quarterly. Environmental performance at head office sits with the facilities function and at venue level it sits with each Affiliate, which owns and operates its own ground. CSA sets the standard, provides the reporting toolkit and consolidates performance across the network. Environmental impact assessments and match-day waste and recycling plans remain conditions of stadium operating approval.

During the year, CSA issued a standard environmental data playbook to Affiliates, collecting monthly returns on energy, water, waste, single-use plastic, discharge and biodiversity against a common set of indicators. It is the first time environmental performance has been gathered on a consistent basis across the network.

Group-level baseline metrics

This year, we quantified CSA’s GHG emissions for the first time. The table below sets out our emissions, energy, water and waste performance for the period, together with the proportion of the cricket estate that each figure covers. CSA’s Scope 3 emissions, which is mainly made up of Affiliates energy usage, currently only includes six of 11 international venues. In future reporting cycles, CSA will look to improve coverage and accuracy. Comparatives are not presented this year as CSA did not quantify emissions in prior periods.

INDICATOR	UNIT	2025/2026	REPORTING COVERAGE
Scope 1 emissions	tCO ₂ e	45.65	CSA operations
Scope 2 emissions (location-based)	tCO ₂ e	122.50	CSA operations
Scope 3, Category 14: Affiliate venue electricity	tCO ₂ e	3 855.53	6 of 11 venues
Total emissions	tCO ₂ e	4 023.68	
Electricity consumed at Affiliate venues	MWh	3 569.93	6 of 11 venues
Water withdrawn	kilolitres	84 121.50	5 of 11 venues
Waste generated	tonnes	564.90	7 of 11 venues
Waste diverted from landfill	tonnes	265.18	7 of 11 venues

Basis of preparation: Prepared in accordance with the Greenhouse Gas Protocol on an operational control basis. Scope 1 and Scope 2 cover CSA’s own operations. The Affiliates are separate legal entities that own and operate the accredited venues, so the electricity they consume is reported in Scope 3, Category 14, which covers the emissions of entities operating under agreement with the reporting company. Electricity is converted on a location-based method at 1.08 tCO₂ per MWh, Eskom’s Factor 1 (total electricity sold) for the year ended 31 March 2025 (Eskom Integrated Report 2025, page 49). Six of 11 international venues submitted complete data and the remainder are excluded; water and waste coverage is partial, as shown. Not externally assured.

Natural resource management

Energy and emissions

Electricity is the largest single driver of both our carbon footprint and our utility costs, and at several Affiliates the utility bill now ranks among the largest items in the operating budget. Reducing consumption is an environmental and a financial imperative at the same time.

The most significant intervention of the year was the floodlight replacement programme at the World Cup host venues, with work at DP World Wanderers Stadium, Hollywoodbets Kingsmead, SuperSport Park and Newlands Cricket Ground completed by December 2025. Floodlighting is the most energy-intensive asset at a cricket ground and modern installations draw materially less power than those they replace. At Buffalo Park, engineers appointed by CSA found the floodlights and masts require complete replacement, towards which Buffalo City Metro has committed R20 million in funding.

Renewable generation is concentrated at the larger grounds. The solar installation at DP World Wanderers Stadium is grid-tied, feeding surplus power back to the city in return for a rebate on the stadium’s electricity account, and generated 251.6 MWh over the reporting period. Inverters installed across key areas of the same ground allow it to ride out loadshedding without running diesel generators, avoiding both fuel cost and direct emissions, while LED lighting and motion sensors in high-traffic areas and smart meters on geysers reduce baseline demand. Solar generation also continues at Newlands Cricket Ground and SuperSport Park, and Boland introduced renewable energy in October 2025. Western Province Cricket has adopted a plan to make Newlands Africa’s first fully sustainable stadium by 2029. At head office, the building’s lighting has been fully converted to LED at a cost of approximately R350,000, alongside timer-controlled geysers, occupancy sensors and automated exterior lighting.



Water

Water conservation remained a priority, particularly in drought-exposed regions, and the most developed programme is at DP World Wanderers Stadium. The main field there is irrigated entirely from a borehole and reservoir, with no municipal water used for irrigation. A second borehole serving the wider stadium was commissioned during the year and comes into effect in 2026/2027, with significant savings per year estimated to halve the R1.8 million currently paid in utilities. Smart devices on every water meter flag abnormal consumption and burst pipes, and a 180,000-litre reserve protects match days against interruptions to municipal supply.

Advanced irrigation at Newlands and SuperSport Park further reduced reliance on municipal supply, and rainwater harvesting at Boland Park and Hollywoodbets Kingsmead supplemented facility needs. At head office, consumption is monitored to identify inefficiencies, with low-flow taps and dual-flush fittings planned. Outfield and drainage work at the host venues should improve water absorption and retention.

Group water withdrawal of 84,121.50 kilolitres is reported for five of 11 International Venues. Several of our grounds sit in regions that have faced restrictions in recent years, which makes reducing municipal dependence a resilience measure as much as an environmental one. Extending coverage and standardising measurement across the network are priorities for the coming cycle.



Waste and resource efficiency

Recycling and waste separation continued at venues including Hollywoodbets Kingsmead, DP World Wanderers Stadium and St George’s Park, supported by signage, staff training and fan engagement, alongside continued substitution of biodegradable food packaging. DP World Wanderers runs a full recycling plan under a GO-GREEN awareness campaign, with dedicated bins for each recyclable stream and separate handling of compactable and non-compactable waste. 265.18 tonnes of waste were diverted from landfill across 7 Affiliates. At head office, document digitisation, secure destruction and password-protected printing have reduced paper use.

Balancing growth and resource use

CSA has committed R350 million of capital expenditure to upgrade eight stadiums for the ICC Cricket World Cup 2027. The programme draws on natural capital through construction materials, embodied carbon and construction waste, none of which is captured in the figures above, and it delivers a lasting reduction in operating emissions through floodlight replacement and drainage work. It is a resource cost incurred once against an efficiency gain that recurs.

The same balance is required at grassroots level. The proposed Roving Groundsman initiative would distribute 32 equipment trailers to the 15 Affiliates and Kei Cricket, giving clubs, hubs and school facilities shared access to pitch rollers, mowers and scarifiers. Sharing equipment uses resources more efficiently than every facility acquiring its own, and better scarification, aeration and drainage improves turf health and moderates water demand. It also adds a fleet of fuel-burning machinery that will need to come into scope.

Next steps

CWC and sustainability

The Delegation Agreement between CSA and the 2027 Cricket World Cup NPC embeds sustainability as one of the five guiding principles on which the hosting of the Event rests. Under the principle of Legacy and Sustainability, both parties commit themselves to maximising the long-term benefits of the tournament, including the development of cricket infrastructure, community engagement and the promotion of social and economic opportunities.

This is reinforced by the parties’ undertaking to act with integrity, to comply with all applicable laws and regulations, which encompass South Africa’s environmental statutes, and to ensure that resources are managed prudently and responsibly.

The environmental dimension of delivery is carried through into the obligations assumed for the venues, from the upkeep and upgrading of playing surfaces and facilities to the development of biosecurity plans where the Event requires them, so that the tournament is staged in a manner that safeguards the settings in which it takes place. The intended result, recorded in the Agreement itself, is an Event designed to leave a positive legacy in underserved and rural communities, with facilities and programmes of enduring value rather than a transient footprint.

CSA next steps

Work is underway to finalise the CSA Sustainability Management framework, with environmental targets and indicators that Affiliates can be held to. CSA will enhance data collection through the development of data toolkits and training to all 15 Affiliates and standardising meter-level collection at accredited venues.

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Governance at CSA is the most important mechanism through which we demonstrate to our partners and stakeholders that we operate according to the highest standards of transparency and accountability. In a year in which the Proteas Men were crowned World Test Champions and preparations to co-host the 2027 ICC Men's Cricket World Cup gathered pace, these values matter more than ever.



The Board's role is to support the organisation's ambition to perform with excellence while exercising discipline in ensuring it is pursued within our means and in the public interest. It does this through clearly reserved powers, a documented delegation of authority framework and a committee structure that upholds independence and carries real decision-making responsibility.

Good governance is how we account for the increasing level of trust placed in us by our Affiliates, partners, stakeholders and the wider cricket public.

This reporting period marks the final year in which CSA reports against King IV. With King V effective from 1 January 2026, the Board has completed a readiness assessment and undertaken formal training so that the transition to the updated code and principles is already embedded in our operations.

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GOVERNANCE PHILOSOPHY AND FRAMEWORK

The Board as custodian

CSA is a non-profit company with a public mandate to promote and develop cricket throughout South Africa. Our shareholders are society and our shared value is measured across all six capitals. Cricket in South Africa belongs to the players, the clubs, the Affiliates and the public, and the Board holds it in trust on their behalf. This role carries obligations to exercise independent judgement, to act in the legitimate interests of stakeholders rather than the executive and to be accountable to public scrutiny.

Our governance framework

Our governance framework is built to deliver four outcomes, consistent with King IV and carried forward into our King V transition and preparedness:

- **Effective control:** Independent, informed oversight supported by defined roles, a robust internal control environment and a delegation framework that makes accountability traceable to a named office rather than a general function.
- **Ethical culture:** A values-driven organisation in which integrity, fairness and transparency are modelled from the Board down. Tone at the top is not a statement of intent. It is demonstrated in how difficult decisions are taken and how uncomfortable information is received.
- **Good performance:** Governance that enables delivery rather than constraining it. The Board holds management to account for performance against strategy and satisfies itself that value created is measured across all six capitals rather than financial results alone.
- **Legitimacy:** Trust earned through open practice and inclusive governance and sustained by doing what we said we would do. Legitimacy is earned rather than acquired, and it underpins every other form of value we create.

Extending governance to our Affiliate Members

CSA's governance responsibility extends to our Affiliates, and during the year the Board continued to strengthen oversight at that level, including through the Affiliate governance matrix and, where circumstances required it, direct intervention. Consistency of standards across the network remains a multi-year undertaking and one the Board regards as central to the sustainability of the game.



Board of Directors

Independent directors



Pearl Maphoshe
CHAIRPERSON



Ncumisa Mayosi
LEAD INDEPENDENT
DIRECTOR



John Burke



Mahlako Maleka

Non-independent directors



Thato Moagi



Johannes Adams



Yunus Bobat

Executive directors



Pholetsi Moseki
CEO



Mohammed Iqbal Khan



Mark Rayner



Vuyani Jarana



Muditambi Ravele



Xander Snyders



Michael Eksteen



Tjaart van der Walt
CFO

- 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 ■
- Executive Committee ■



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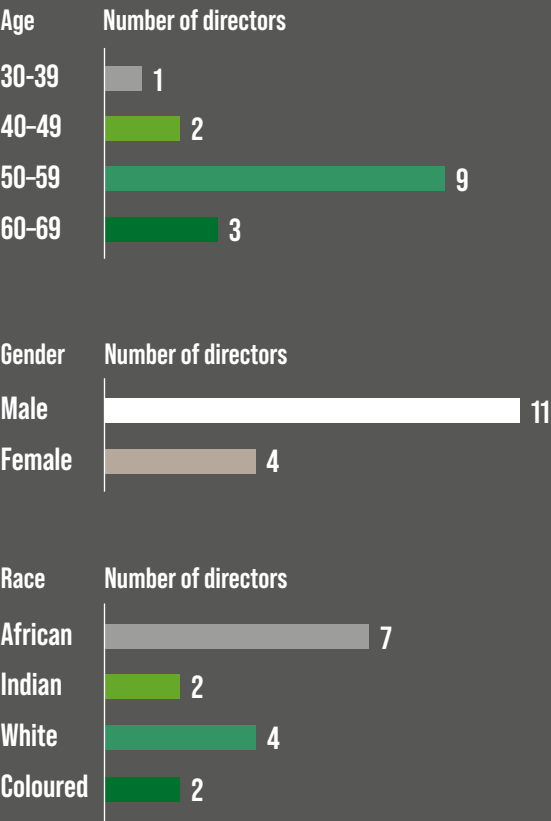
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Board diversity

The Board is committed to diversity, equity and inclusion and continues to transform its composition according to these goals. The current Board composition reflects a range of, experience, knowledge, gender, age and members from differing racial backgrounds that aim to be inclusive and reflective of the society in which we operate.



Board roles and responsibilities

MEMBERS' COUNCIL	- The Members' Council consists of 15 members, each tasked with overseeing the governance and growth of amateur cricket within their respective regions. - Serving as the custodian of CSA's shareholder structure, the Council ensures alignment with national policies and objectives, while playing a central role in advancing transformation, participation and sustainability throughout the grassroots cricket ecosystem.
BOARD	- The Board is charged with CSA's overall governance and strategic direction. Its duties include defining long-term objectives, tracking organisational performance, appointing and assessing executive leadership, approving policies and ensuring adherence to legal and regulatory requirements. - The Board carries responsibility for preserving financial integrity, safeguarding stakeholder interests and entrenching sound governance practices that reflect CSA's values and public mandate. - It further exercises stewardship over risk, ethics and organisational culture by setting the tone at the top. - Through ongoing Board renewal, rotation policies and self-assessment processes, it fosters diversity, accountability and a culture of continuous improvement.
BOARD CHAIRPERSON	- The Chairperson provides leadership to the Board and ensures its effective functioning. - This entails guiding constructive discussions, overseeing efficient meetings and enabling sound decision-making. - Serving as the Board's representative in key engagements, the Chairperson establishes the ethical tone and delivers strategic leadership, working in close partnership with the CEO and executive team to bridge governance oversight with operational execution. - The Chairperson leads Board evaluations, advocates for strong governance practices and manages matters relating to Board composition, renewal and succession planning.
NON-EXECUTIVE DIRECTORS	- Non-executive directors play a vital role in providing independent oversight and strategic insight. They challenge and guide management decisions, strengthen the quality of Board deliberations and uphold high standards of governance. - Through their involvement in Board committees, they contribute specialised expertise in areas such as audit, risk, remuneration and cricket operations, helping to preserve objectivity and accountability.
EXECUTIVE DIRECTORS	- Executive directors are responsible and accountable for overseeing CSA's day-to-day operations and delivering on its strategic objectives. - They direct the organisation's functions, manage resources and keep the Board regularly informed of key developments and performance metrics. - Their responsibilities include converting strategy into operational outcomes, upholding CSA's values and fostering a high-performance and inclusive culture. - The CEO, as the lead executive, reports directly to the Board and is held accountable through strategic oversight, clearly defined performance metrics and formal review processes carried out on a regular basis.



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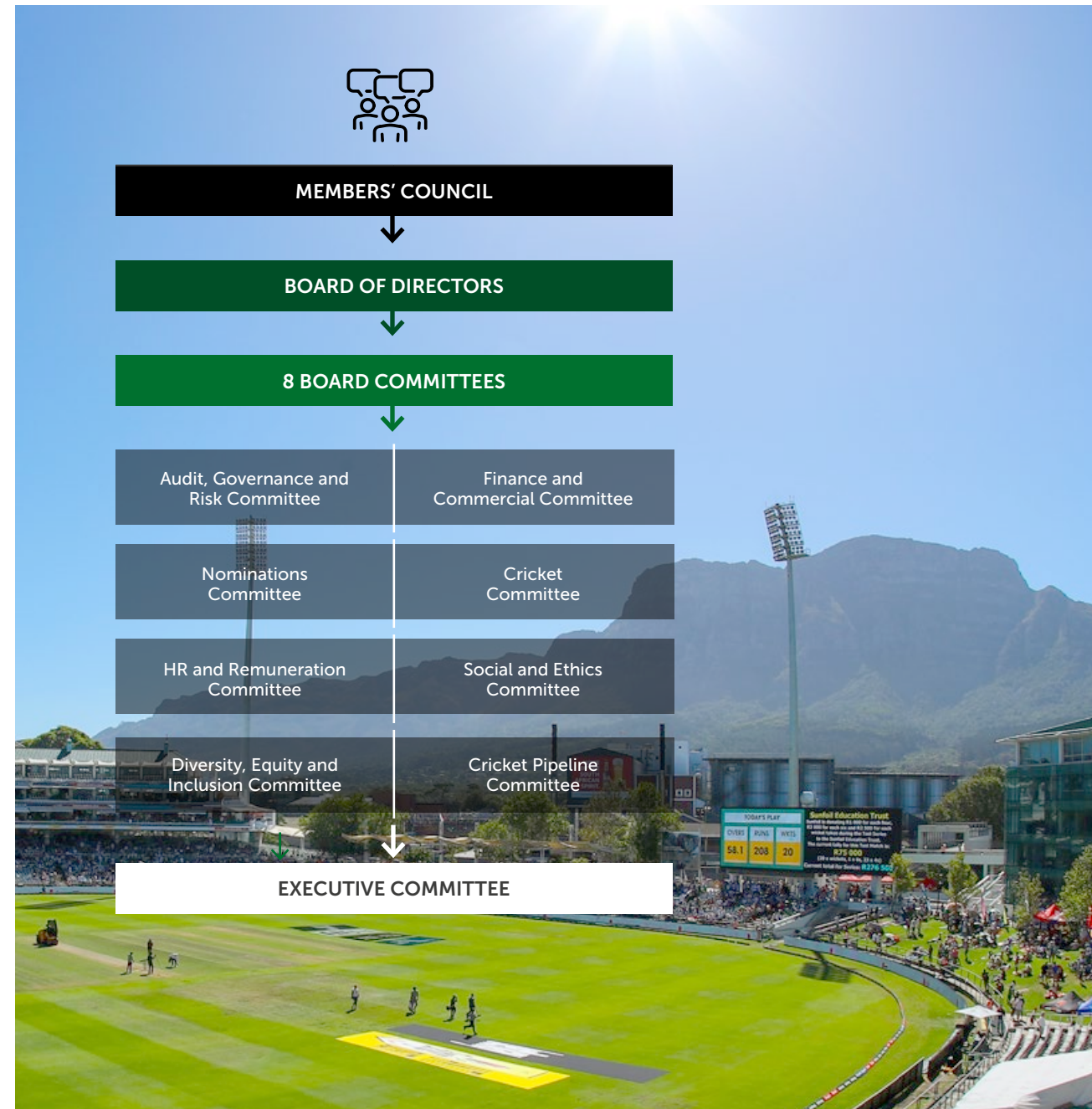
Board composition and competency

The Board is constituted to bring together the range of skills, experience and perspective that a national federation with a public mandate requires. On 30 April 2026, it comprised 15 directors: eight independent non-executive directors, five non-executive directors and two executive directors. That balance gives independent voices a clear majority, which the Board regards as fundamental to the quality of its oversight rather than a matter of compliance arithmetic.

Board composition is determined by the MOI. The Board Charter requires that the Chairperson be an independent non-executive director with no executive or management responsibilities, and that she chair the Nominations Committee. She may serve on other Board committees but may not chair them.

Pearl Maphoshe chairs the Board. Advocate Ncumisa Mayosi serves as Lead Independent Director, presiding when the Chairperson is absent or conflicted and acting as the principal liaison between the independent directors and the Chairperson. The executive directors are Pholetsi Moseki as Chief Executive Officer and Tjaart van der Walt as Chief Financial Officer. Viwe Mngambi serves as Company Secretary, accountable to the Board for the integrity of its processes and its compliance with statutory obligations and maintaining an arm's-length relationship with the directors as a gatekeeper of good governance.

Appointments are deliberately staggered so that renewal never comes at the cost of institutional memory. Two directors have served since 2021, three since 2022, two since 2023, four since 2024 and four were appointed in 2025. Directors range in age from 38 to 63. Each director serves on at least two Board committees.



Skills to govern

The Board maintains a diversity and skills matrix which rates every director against the nine competencies required to govern a national sporting federation: strategy and leadership; stakeholder engagement; finance and accounting; diversity, equity and inclusion; human capital and social matters; understanding of sport administration; marketing and sponsorship; legal, risk and compliance; and IT and digital. Each director is assessed on a five-point scale ranging from “not knowledgeable” to “expert”. The skills matrix is interpreted alongside qualifications, tenure, age, demographic profile and committee membership, so that the Board can see its capability and its diversity in a single view and test both against its mandate.

COMPETENCY	BOARD CAPABILITY
Strategy and leadership	93%
Stakeholder engagement	88%
Finance and accounting	85%
Diversity and transformation	85%
Human capital and social matters	84%
Understanding of sport administration	84%
Marketing and sponsorship	77%
Legal, risk and compliance	76%
IT and digital	71%

Strategy and leadership are the Board’s strongest competencies, with 10 of the 15 directors rated at the expert level, while none are rated below very knowledgeable.

Stakeholder engagement follows, which matters for an organisation whose licence to operate relies on relationships and forging partnerships with government, Affiliates, players, sponsors and communities.

Financial and audit expertise is well represented, with four directors holding the CA(SA) designation and a fifth qualified as a chartered secretary, giving the Audit, Governance and Risk Committee and the Finance and Commercial Committee the technical depth their mandates require.

IT and digital is the Board’s weakest competency, with eight directors assessed at moderate and only one at expert.

Legal, risk and compliance, and marketing and sponsorship, also scored weaker. These are not incidental gaps. Digital transformation and cybersecurity are one of CSA’s 14 material matters, and financial diversification is another.

To respond to the findings, the Board appointed an independent member to the IT Steering Committee, bringing more than 20 years of experience as a chief information officer. The Board is permitted to co-opt specialists to committees, where co-opted members contribute expertise without voting or participating in decision-making, so that capability is supplemented without accountability being diluted.

Recommendations were made to the Nominations Committee to revise its recruitment and screening practices so that future appointments meet the skills requirements for CSA’s new strategic focus areas.





BOARD REPORT

The Board met 10 times during the year, four of them ordinary quarterly sittings and six special meetings. Each meeting closed with a governance assurance statement in which the Chairperson of the AGRC, the Company Secretary and the Lead Independent Director each confirmed on the record how the meeting had been conducted and whether any new risk had arisen from it. The CSA Board had a productive year, and the outcomes of the year’s work are set out below:

KEY FOCUS AREAS	BOARD OVERSIGHT AND OUTCOMES
Governance framework, the MOI and King V readiness	- Revised Board Charter approved. The next review was deferred into the new financial year so that the Charter and the delegation of authority framework are aligned with the King V reporting code. - All directors and executives completed King V training. The evaluation cycle was moved to annual, ahead of the two-year minimum the Charter requires. - The multi-year review of the MOI was completed, externally reviewed and recommended to the Members’ Council for approval in January 2026. - An independent Governance Maturity Assessment was commissioned, benchmarked against international standards including ISO 37000. - A governance assurance statement and a Challenge Log were introduced.
Board effectiveness, skills and conflicts of interest	- Board capability was assessed against the nine competencies required to govern a national federation, confirming depth in strategy, stakeholder engagement, finance and transformation. - Identified gaps in IT and digital, legal, risk and compliance, and marketing and sponsorship were addressed through independent expertise on the IT Steering Committee, co-opted specialists on committees, and revised recruitment and screening by the Nominations Committee. - Committees were reconstituted after the AGM, and the composition of the Nominations Committee was corrected to meet clause 27.6 of the MOI. - Every committee scored above the satisfactory threshold on evaluation. Externally facilitated peer review and executive input to committee evaluation were adopted for the year ahead. - A centralised conflicts of interest register was adopted, alongside strengthened executive exit procedures, enhanced induction and governance training, and a proposed cooling-off period in the MOI.

KEY FOCUS AREAS	BOARD OVERSIGHT AND OUTCOMES
Affiliate governance and remediation	- The administrations at two Affiliates progressed to plan, with legacy statements targeted for November 2026 with conclusion of the administration process thereafter. - Border’s long-standing VAT exposure was settled by compromise with SARS. - The Governance Matrix for the Members’ Council was formalised as a compliance enforcement tool at an 85% threshold, with specific MOI clauses recommended to the Members’ Council as disqualifying criteria. - Thirteen of the 15 Members were in good standing, with the remaining two on a clear path back. - A shared services model was endorsed as a sustainability strategy, and company secretary training was extended across the Affiliate network.
Governance of the 2027 ICC Men’s Cricket World Cup	- The Delegation Agreement between CSA and the 2027 CWC NPC was approved, subject to Board amendments confining external approval rights to what the Host Agreement with ICC requires and naming CSA Affiliate Members expressly as beneficiaries. - The Chief Financial Officer was seconded as interim CEO until appointment of the permanent CEO on defined terms, with his directorship suspended and voting rights removed, preserving the reporting line into CSA without creating a conflict. - A non-executive fee framework was approved on the CSA model, with CSA to monitor meeting frequency and cost. - A facilitated joint session was held with the tournament board to settle roles and boundaries ahead of the delivery period.
The Cricket First Foundation	- The founding paper was approved in May 2025 and the Memorandum of Incorporation in December, delivering a commitment made in the prior year’s report. - It is structured to qualify as a Public Benefit Organisation with section 18A status, so that donations are tax-deductible. - Founder powers are retained by CSA and exercised through the Board, with a dedicated board of three to five directors, a majority independent. - Director recruitment was initiated after year-end against a defined skills specification, mandated to the Nominations Committee.

KEY FOCUS AREAS BOARD OVERSIGHT AND OUTCOMES

Ethical leadership	• A revised Code of Ethics was approved, consolidating existing policy and embedding diversity, equity and inclusion alongside provisions on harassment, bullying and child safeguarding. • The ethics officer function was established within the Company Secretary’s office, closing an identified gap. • The independently operated whistleblowing and ethics hotline was confirmed, with awareness training extended and all policies made digitally accessible. • A potential betting sponsorship was declined pending a governing framework covering responsible gambling, player opt-out and CSA’s position in any agreement.
Embedding sustainability practices	• A sustainability management framework was approved in March 2026, embedding ESG practices across CSA’s business operations and integrating it with the new reporting requirements under King V. • Delegated oversight was confirmed with the SEC, whose mandate extends beyond its statutory duties to cover ESG. • CSA established its first group-level environmental baseline across the 15 Affiliates and produced its first Scope 1 and 2 emissions report.
Financial stewardship in an investment year	• The audited annual financial statements for the preceding financial year were approved at a special meeting in September 2025, ahead of the AGM, the Board having satisfied itself on the going concern assessment and on the external auditor’s findings. • The 2025/2026 budget was approved and monitored at every sitting, with the identified cost savings identified. • Diluted equity in the Western Province property entity was recovered ahead of a contractual deadline, on terms carrying no immediate cash impact and with governance assurance obtained beforehand. • Future budgets were directed to carry no unallocated savings targets, which create unrealistic expectations and drive reactive cost-cutting. • Converting on-field success into major title sponsorship was carried forward as a Board priority into the new cycle.

KEY FOCUS AREAS BOARD OVERSIGHT AND OUTCOMES

Performance and player welfare	• The Road to 2027 strategy was endorsed, with medical capacity and injury management challenged and a detailed review required. • The Medical Committee was established as an independent advisory body of external experts, constituted outside the Board committee structure. • The CSA DEI Policy and the FY2024/25 Eminent Persons Group submission were approved, achieving 31 of 41 measurable dimensions, an improvement on the prior year.
Accountability to the Members’ Council	• Collective reporting to the Members’ Council was formalised, with a standing agenda item at the close of every Board meeting identifying matters for escalation. • Compliance and transformation matters, including the Eminent Persons Group submission and the DEI agenda, were brought expressly within that scope.



Board attendance

The Board met 10 times during the year, against a Board Charter minimum of quarterly meetings. The increase from the seven meetings held in the prior year reflects a year of significant structural work, including the constitution of a dedicated World Cup delivery entity and the establishment of the Cricket First Foundation.

Four directors retired by rotation at the AGM held on 20 September 2025 and four were appointed in their place, giving the Board continuity of experience alongside renewal. Three meetings fell before the AGM and seven after it.

DIRECTOR	STATUS	YEAR APPOINTED	DATE RETIRED	MEETINGS ATTENDED
Independent non-independent				
Pearl Maphoshe [#]	Chairperson of the Board, Chairperson of the Nominations Committee	2022		10 of 10
Ncumisa Mayosi	Lead Independent Director, Chairperson of the Social and Ethics Committee	2023		9 of 10
Mark Rayner	Chairperson, Finance and Commercial Committee	2021		10 of 10
Muditambi Ravele	Chairperson, Diversity, Equity and Inclusion Committee	2021		6 of 10
John Burke	Chairperson, Audit, Governance and Risk Committee (from 20 September 2025)	2024		10 of 10
Vuyani Jarana	Chairperson, HR and Remuneration Committee	2024		9 of 10
Mahlako Maleka	Appointed at the 2025 AGM	2025		7 of 7
Mohammed Iqbal Khan	Appointed at the 2025 AGM	2025		5 of 7
Non-independent				
Thato Moagi		2023		7 of 10
Yunus Bobat	Chairperson, Cricket Committee	2024		10 of 10
Michael Eksteen	Chairperson, Cricket Pipeline Committee	2024		9 of 10
Johannes Adams	Appointed at the 2025 AGM	2025		7 of 7
Xander Snyders	Appointed at the 2025 AGM	2025		6 of 7
Executive directors				
Pholetsi Moseki	Chief Executive Officer	2022		
Tjaart van der Walt ^{##}	Chief Financial Officer	2022		
Directors who retired at the 2025 AGM				
Craig Nel			20 September 2025	3 of 3
Tebogo Siko			20 September 2025	3 of 3
Andrew Hudson			20 September 2025	2 of 3
Palesa Kadi	Chairperson, Audit, Governance and Risk Committee (to 20 September 2025)		20 September 2025	2 of 3

Note on the Board Chairperson's reappointment: Following the AGM, the Board treated the chairmanship as a distinct appointment. Ms Maphoshe's re-election as a director did not automatically confer reappointment as Chairperson, so the position fell vacant and the Board convened to fill it. The Lead Independent Director presided over that decision and the President of the Members' Council attended for transparency and procedural integrity. Ms Maphoshe was appointed unanimously.

Note on the Chief Financial Officer. With effect from October 2025 the Chief Financial Officer was seconded to the 2027 Cricket World Cup NPC as Interim CEO until the appointment of the permanent CEO in March 2026. For the duration of the secondment his position as a director was suspended and he attended Board meetings in a reporting capacity without voting rights, confined to defined legacy matters. Christelle Janse van Rensburg was appointed Acting Chief Financial Officer for the period.



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Delegation of authority

The Board is the focal point of governance at CSA and is accountable to the Members’ Council for the performance and affairs of the organisation. It reserves certain decisions to itself and delegates the remainder through the Board Charter and committee Terms of Reference.

Matters reserved to the Board are set out in the Board Charter and span four areas.

- **Financial matters** include the review of the organisation’s management accounts; approval of the operational strategy, business plans and annual budgets, subject to the agreement of the Affiliate Members; approval of the audited annual financial statements; any significant change or departure in accounting policy, under the guidance of the AGRC; and the raising of incremental borrowing facilities beyond 10% of the approved annual business plan and budget.
- **Statutory and administrative matters** include recommending amendments to the Memorandum of Incorporation; the appointment, removal or replacement of the external auditor, subject to confirmation by the Affiliate Members; the frequency of Board meetings; the convening of general meetings; the formulation of recommended

policies on labour relations; the prosecution, defence or settlement of material legal or arbitration proceedings outside the ordinary course of business; the appointment of responsible persons required in terms of any statute; the granting of general signing authorities; and the appointment, removal or replacement of the Company Secretary.

- **Regulatory matters** include insuring the organisation against loss arising from dishonesty or fraud by any officer.
- **Manpower matters** include the appointment of the Chief Executive Officer; the establishment, Terms of Reference and composition of Board committees; and the formulation of recommended policies on equal opportunity employment, human capital development, environment, health and safety.

A further category of decision cannot be taken by the Board alone. Amendments to the Memorandum of Incorporation that materially adversely affect Affiliate Member rights, transactions other than on arm’s length terms, and related party transactions with a projected annual value exceeding 5% of budgeted annual turnover, assessed per contract and excluding existing contracts and their rollovers, amendments and assignments, require the agreement of Affiliate Members holding 75% of the voting rights. These matters must be decided at a physical meeting of the Board.

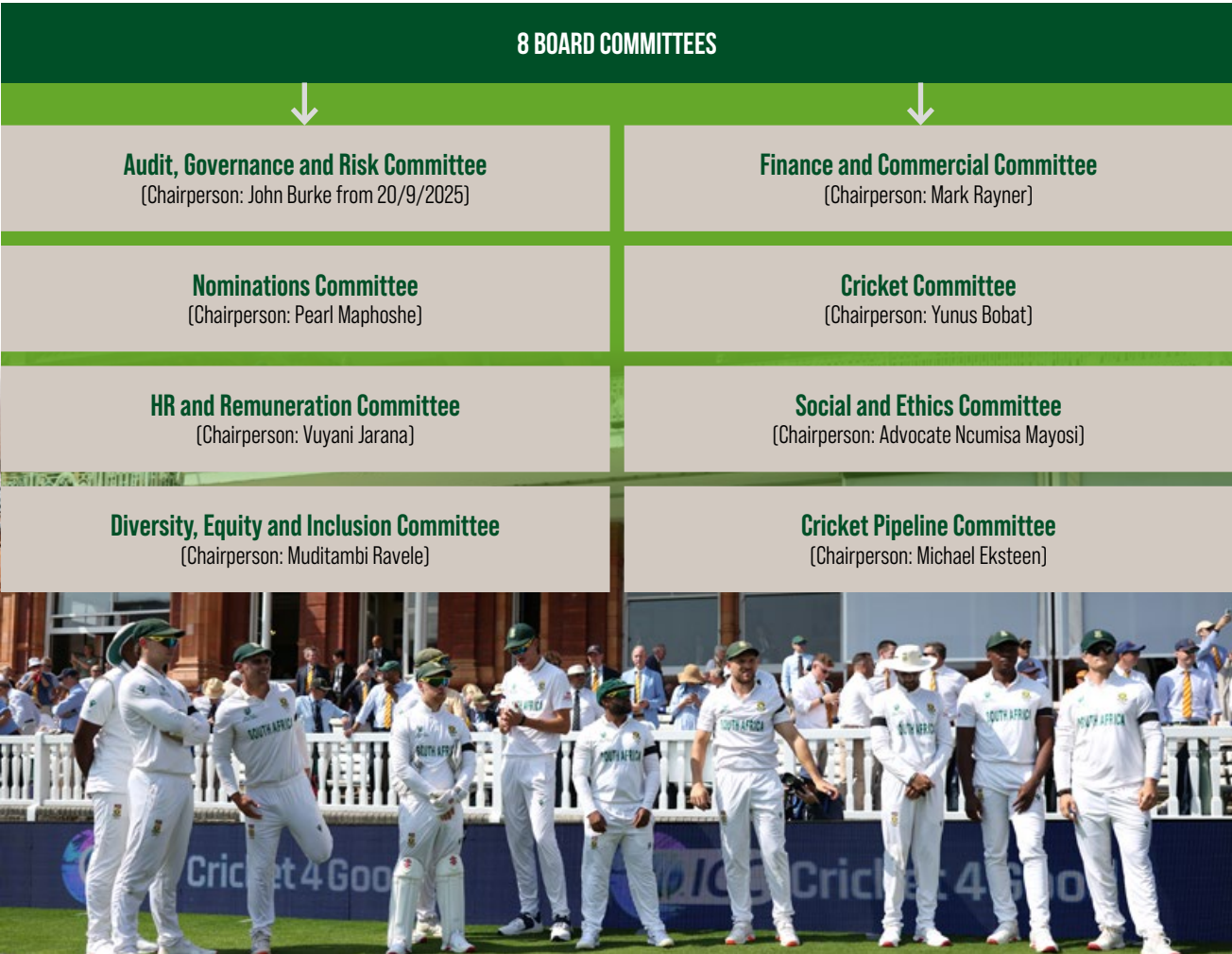
The Charter also governs how decisions are taken between meetings. Written resolutions are limited to matters that are uncontentious or so urgent that they cannot be deferred, and the Chairperson, assisted by the Company Secretary, must consider in each case whether an extraordinary meeting would be the more appropriate route. During the year the Board strengthened this further, directing that a threshold be written into the Charter so that decisions carrying significant financial implications are taken in special meetings rather than by written resolution.

At intervals of no more than one year, the Board reviews the business plan, its audit requirements, its own composition, structure and succession in consultation with the Affiliate Members, and its risk assessment policies and controls, including compliance with legal and regulatory requirements. Delegation transfers the work but not the accountability. The Board satisfies itself that delegated authority is being exercised properly through committee reporting after every committee meeting, management assurance and the work of internal and external audit.



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:



Two of these committees have statutory requirements:

- **The Audit, Governance and Risk Committee** is constituted under section 94(7) of the Companies Act and article 27.2 of the Memorandum of Incorporation, and its members are confirmed by the Members’ Council rather than the Board, on the recommendation of the Nominations Committee. All its voting members must be independent directors, and the Chairperson of the Board may not serve on it.
- **The Social and Ethics Committee** is constituted under section 72(4) of the Companies Act and reports directly to the Members’ Council on how it has discharged its statutory functions.

Board Independence

The Board also deliberately places certain functions beyond its own reach. The Independent Directors Nomination Panel (IDNP) is externally constituted, drawing its members from the Institute of Directors in Southern Africa, the Legal Practice Council, the South African Institute of Chartered Accountants (SAICA), SACA, the Members’ Council and a former CSA President. Locating the nomination of independent directors substantially outside the organisation is a considered safeguard of Board independence.

Cross-membership for related committees ensures that oversight remains connected rather than compartmentalised. As an example, Mark Rayner sits on the AGRC as the Finance and Commercial link, and the two committees consider the audited annual financial statements, jointly.

Whistleblowing is overseen jointly by the AGRC and SEC. Succession planning for the Board Chairperson is a joint responsibility of the AGRC and the Nominations Committee, so that leadership transition is planned and institutional memory preserved.

Where committee mandates may have a potential overlap, the relevant committee chairpersons agree between themselves which committee will deal with the matter and report to the Board. Duplication is avoided by design rather than by accident.



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AUDIT, GOVERNANCE AND RISK COMMITTEE

Mandate

The AGRC is a statutory committee constituted under section 94(7) of the Companies Act and article 27.2 of CSA’s Memorandum of Incorporation. The committee is accountable to the Board for oversight of financial reporting, risk management, internal controls and governance practices, including reviewing the integrity of the annual financial statements, assessing internal financial controls, overseeing the risk management framework and risk register, and monitoring legal, regulatory and fiduciary compliance.

The committee ensures the independence of internal and external audit functions, safeguarding objectivity and promoting continuous improvement. Its Terms of Reference were reviewed and approved by the Board in December 2025, aligning its work with the King V governance outcomes of ethical culture, good performance, effective control and legitimacy.

In fulfilling these responsibilities, the committee safeguards stakeholder confidence in CSA’s integrity and governance, reinforcing trust in the organisation’s oversight structures.

Composition and attendance

The committee comprises three members, all of whom are independent non-executive directors, supported by an independent expert member. It held six meetings during the year under review.

Meetings held:
Meetings held: 5 May 2025, 26 August 2025 (special), 2 September 2025, 3 December 2025, 18 February 2026 and 10 March 2026.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
John Burke (Chairperson)	6/6 *	Appointed Chairperson, September 2025
Mark Rayner	6/6 *	
Palesa Kadi	3/3	Retired, September 2025
Vuyani Jarana	2/3 *	Stepped down, October 2025
Mahlako Maleka	3/3 *	Appointed, October 2025
PERMANENT INVITEES		
Pholetsi Moseki	6/6 *	Chief Executive Officer
Tjaart van der Walt	6/6 *	Chief Financial Officer
Christelle Janse van Rensburg	3/3 *	Acting Chief Financial Officer from November 2025
Viwe Mngambi	6/6 *	Company Secretary
Sindiswa Ngcwabe	5/6 *	Risk and Compliance Manager
Sanelisiwe Kheswa	6/6 *	Information Technology Manager
Naidene Ford-Hoon	6/6 *	Expert member to the committee

Performance overview

The committee maintained a strong focus on the integrity of financial reporting, risk oversight, internal controls and governance across both CSA and its Affiliate Members, thereby supporting the Board’s accountability to stakeholders. Key activities and outcomes during the year:

- Strengthening Affiliate governance and compliance:**
On the committee’s recommendation, the Board adopted a governance matrix setting an 85% compliance-threshold for Affiliates to maintain good financial standing status, applied in conjunction with the AGM approval and unqualified Annual Financial Statements. All members, except the two Affiliates which were placed under administration, achieved the threshold ahead of the 2025 AGM, a marked improvement on the prior year. The committee subsequently extended the matrix to include annual returns and internal audit performance, embedding stronger accountability across affiliate structures.
- Overseeing Affiliates under administration:**
The committee received regular reports from the administrators appointed at Border and Northern Cape, tracking progress on the preparation of audited financial statements and the restoration of sound financial controls. It oversaw the conclusion of a forensic investigation together with the related disciplinary processes and directed follow-up internal audit reviews to confirm that remedial actions were fully implemented and sustained.
- Upholding financial reporting quality:** The committee reviewed the annual financial statements and quarterly management accounts, as well as the cash and investment position, in conjunction with the financial sustainability programme, engaging with both internal and external auditors on the accuracy and completeness of disclosures. A new financial controls reporting framework was implemented during the year, covering budgetary control, procurement governance, treasury oversight, and fixed asset management. The committee also required all Affiliate Members to submit break-even budgets consistent with the Memorandum of Member Agreement, reinforcing financial discipline across Affiliates.





- Enhancing risk governance:** The committee oversaw the development of a strategic risk dashboard that mapped CSA's risk environment across the finance, strategy, governance and cricket operating domains, assessed against both impact and velocity. Recognising the need to refresh the risk register, the committee supported the appointment of an external specialist and convened a strategic risk workshop to realign the register with CSA's current objectives and emerging risks. Following the annual committee evaluation, risk was prioritised at the forefront of the committee's agenda to ensure it receives sustained and proactive oversight.
- Overseeing audit functions:** The committee approved the annual and three-year rolling internal audit plans and closely monitored their execution. Coverage included affiliate reviews, IT general controls and a network vulnerability assessment, and a consolidated tracker of internal and external audit findings and management responses was implemented to improve visibility of outstanding items. The committee also recommended follow-up reviews to assess the implementation and effectiveness of certain audit findings, ensuring that corrective actions were fully embedded across CSA and its Affiliates. Furthermore, the committee also approved the external audit plan and fees, reviewed auditor independence, and met both internal and external auditors without management present, ensuring full cooperation from management and reinforcing audit objectivity.
- Strengthening technology governance and resilience:** The committee oversaw the digital transformation programme, including new systems across supply chain, finance, human resources and legal, as well as the replacement of stadium connectivity following a sponsor's withdrawal. It recommended a Business Continuity Policy to the Board, reviewed the draft IT disaster recovery plan subject to a business impact analysis, and oversaw remediation of obligations under the Protection of Personal Information Act (POPIA). IT security awareness training was launched to strengthen resilience against emerging threats.
- Monitoring compliance and providing governance advice to the Board:** The committee reviewed the legislative compliance register, declarations of interest and legal matters, including the ongoing India tax matter and outstanding value-added tax exposures at several Affiliates. It oversaw the finalisation of standard operating procedures for stadium safety in preparation for the 2027 ICC Men's Cricket World Cup and supported the governance conference and joint director induction held during the year to strengthen governance capability across the affiliate structures. The committee was also engaged in deliberations on several confidential matters which, due to their sensitive nature, cannot be disclosed in this report but were managed in accordance with its mandate and governance protocols.

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 focus on the finalisation and elevation of CSA's strategic risk register and the full activation of the risk dashboard. Attention will also be directed towards completing the business impact analysis and finalising and supporting the disaster recovery plan, concluding the organisation's data protection compliance programme, and strengthening the finance and governance capability of smaller Affiliate Members, including through follow-up audits and the potential centralisation of shared services.

With the 2027 ICC Men's Cricket World Cup approaching, the committee will broaden its oversight to the risks, controls and governance requirements associated with major events, in line with its expanded Terms of Reference. In a period of financial pressure and heightened scrutiny, 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

Mandate

The Finance and Commercial Committee assists the Board in overseeing CSA’s financial affairs and commercial strategy. Operating under CSA’s delegation of authority framework, its remit spans annual budgets, financial reporting and forecasting, treasury and investment management, financial policy, tax, the Annual Financial Statements, and the commercial rights programme, including broadcast and sponsorship contracts, marketing strategy, and the funding and financial affairs of Members. Matters beyond its delegated authority are recommended to the Board; the committee holds no executive or management powers.

Its Terms of Reference limit non-executive membership to five directors, chaired by an independent non-executive director, with at least one member also serving on the Audit, Governance and Risk Committee and at least two with financial expertise. The Chief Executive and Chief Financial Officer are permanent invitees, the CEO of SACA attends by invitation, and an independent expert may attend without voting rights where specialist marketing or sponsorship input is required. The committee meets at least four times a year, aligned with CSA’s financial reporting cycle.

Composition and attendance

During FY2026 the committee’s non-executive composition was realigned with the Terms of Reference at the September 2025 AGM: Andrew Hudson, Craig Nel and Palesa Kadi retired and Mahlako Maleka was appointed, bringing membership from seven to five non-executive directors, four of whom are independent. John Burke’s dual membership of the Audit, Governance and Risk Committee satisfies the Terms of Reference’s cross-committee representation requirement.

Meetings held:
28 August 2025, 11 November 2025, 24 November 2025, 5 February 2026, 26 February 2026

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Mark Rayner (Chairperson)	5/5	None
Yunus Bobat	4/5	None
John Burke	5/5	None
Vuyani Jarana	5/5*	None
Mahlako Maleka	4/4	Appointed following the AGM, September 2025
Andrew Hudson	1/1	Retired at the AGM, September 2025
Craig Nel	1/1	Retired at the AGM, September 2025
Palesa Kadi	1/1	Retired at the AGM, September 2025



DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
PERMANENT INVITEES		
Pholetsi Moseki, Chief Executive Officer	5/5	None
Tjaart van der Walt, Chief Financial Officer	5/5	Continued to attend notwithstanding his secondment to the 2027 Cricket World Cup NPC as interim Chief Executive Officer from October 2025; Christelle Janse van Rensburg has attended alongside him as Acting Chief Financial Officer since November 2025
Viwe Mngambi, Company Secretary	5/5	None
Independent Expert		Not appointed at any point during the year under review

Andrew Breetzke (SACA CEO) and Donovan May (Members’ Council Representative) attended as standing invitees throughout the year.



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Performance overview

FY2026 was shaped by the commercial lift that followed the Proteas Men's World Test Championship victory, by growing financial pressure across several Member unions, and by continued preparation for the 2027 ICC Men's Cricket World Cup. Against this backdrop, the committee:

- **Tracked financial performance closely against budget throughout the year.** Quarterly year-to-date results showed the net loss initially tracking favourable to budget but falling behind later in the year due to higher Proteas team costs, below budget sponsorship income and a weakening foreign exchange rate environment where the stronger rand against the US dollar reduced CSA's foreign revenues. The committee also formally closed out CSA's multi-year Financial Sustainability Project, having identified efficiencies built into the FY2027 budgeting process.
- **Recommended a step-change in commercial partnerships.** Building on the momentum of the WTC win, the committee reviewed and supported new Premier Partnerships and approved management's external engagement to pursue a longer-term structural reset of CSA's commercial rights model, targeting material sponsorship revenue growth over the next four-year commercial cycle.
- **Advanced marketing and fan-facing initiatives.** The committee noted progress on CSA's new mobile app and enhanced website, an agreement in principle on an expanded licensing and merchandising programme pending finalisation of the CSA mascot, stabilisation of the merchandising partnership, and a shift in the domestic marketing focus towards repositioning the T20 competition.
- **Exercised financial discipline over Member support requests.** The committee continued to monitor Affiliate Member budget compliance, financial sustainability, administration interventions and governance compliance.
- **Maintained oversight of 2027 Cricket World Cup readiness.** The committee noted the completion of upgrades at the four major stadiums and progress ahead of the ICC's formal venue inspection in October 2026.
- **Strengthened the organisation's financial policy and governance framework.** The committee reviewed and recommended amendments to the Travel, Treasury and Banking, Fixed Assets, Player Reward and Credit Card policies to tighten controls and compliance. It reviewed its own Terms of Reference and Annual Work Plan (approved by the Board in December 2025) and considered the outcome of its annual performance self-assessment, which returned an overall score of 3.6 out of 4.
- Separately, the committee **recommended for Board approval expenditure to add five Women's T20 Internationals to the tour calendar**, as part of finalising a broader men's 2028 inbound tour agreement with India.

The committee is satisfied that it fulfilled its responsibilities according to its Terms of Reference during the year under review.

Outlook

In FY2027 the committee's attention will turn to resolving the Member solvency review it commissioned, converting commercial partner engagements into revenue, and reaching finality on the Newlands property refinancing and shareholding repurchase. Stadium and infrastructure readiness will remain a standing focus as CSA moves towards the ICC's formal inspection of host venues in October 2026.

Shortly after year-end, the committee convened a special meeting on 5 May 2026 to consider CSA's FY2027 Budget, in the interim period between the conclusion of the FY2023–2026 four-year cycle and the new FY2027–2031 cycle. The committee noted a more constrained financial outlook for the year ahead, shaped by foreign exchange pressure, higher inbound tour costs and continued strategic investment, and directed management to refine the budget further, and a final, fully considered proposal was approved by the committee and Board in June 2026.

HR AND REMUNERATION COMMITTEE

Mandate

The HR and Remuneration Committee assists the Board in setting CSA’s remuneration and people and culture policies, ensuring reward practices are fair, transparent and able to attract and retain the calibre of people CSA needs to fulfil its mandate.

Its responsibilities include recommending annual salary adjustments and performance-related increases, moderating executive performance assessments and recommending bonuses, approving the design and allocation principles of the short- and long-term incentive schemes, benchmarking methodology and retention arrangements, and considering proposals for non-executive directors’ fees for the Board and the Members’ Council.

The committee monitors whether CSA’s organisational structure and reporting lines remain functional and appropriately resourced and provides a channel of communication between the Board and Executive management on human capital matters. It supports the organisation in upholding its Code of Ethics, including the prevention of unfair discrimination, equity and good governance. The Chief Executive Officer, Chief Financial Officer and Human Resources Executive are permanent invitees to its meetings.

Composition and attendance

The committee comprises six non-executive directors and is chaired by an independent non-executive director. It held four meetings during the year under review, including one special meeting.

Meetings held: 27 August 2025 (special), 3 September 2025, 27 November 2025 and 12 March 2026.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Vuyani Jarana (Chairperson)	3/4	None
Pearl Maphoshe	4/4	None
Muditambi Ravele	3/4	None
John Burke	4/4	Acted as Chairperson, September and November 2025
Craig Nel	1/2	Retired, September 2025
Iqbal Khan	2/2	Appointed, October 2025
Michael Eksteen	2/2	Appointed, October 2025
PERMANENT INVITEES		
Pholetsi Moseki	3/4	None
Tjaart van der Walt	2/2	None
Christelle Janse van Rensburg	2/2	None
Devni Naidoo-Ferdi	4/4	None
Viwe Mngambi	4/4	None

Performance overview

The committee continued its work on CSA’s reward practices, its leadership pipeline and people wellbeing. Key outcomes include:

- Overseeing organisational and executive performance:** The committee reviewed the company scorecard for the prior financial year, which was independently verified by the external auditors. The scorecard was then used to align organisational results with individual executive performance and determine the proposed incentive allocations.
- Reviewing directors’ fees:** Consistent with the phased adjustment plan adopted following an independent benchmarking exercise, the committee reviewed and supported an inflation-linked increase to retainer fees together with adjustments to committee fees and recommended these to the Board for onward recommendation to the Members’ Council for approval at the AGM.
- Shifting to merit-based reward:** The committee oversaw CSA’s transition to merit-based salary increases that will be linked to performance outcomes of the organisation, to be determined at the AGM.
- Overseeing the long-term incentive scheme:** The committee continued to monitor the funding model for the long-term incentive scheme which will be self-funded from surplus profit. No incentive became payable during the year, as the required surplus was not yet generated, and no pool was established. The committee asked that awareness be raised among staff about how the LTI scheme will operate so that employees remain motivated and retained.



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- **Reviewing organisational design:** The committee considered a revised company structure informed by a comparison of the organisation as it stood in 2017 against its current shape. The changes strengthened capability in specific functions, while consolidating roles elsewhere, delivering a net cost saving, and were recommended to the Board.
- **Deepening the succession pipeline:** The committee reviewed CSA's succession planning and talent review work, conducted at executive level during the year. It identified continuity risks and identified approaches to widen the succession pool considering employment equity implications. Accountability for people leadership and succession outcomes was embedded in the performance contracts of managers.
- **Investing in leadership capability:** Leadership development programmes for the executive team and managers were supported by the committee as key in shaping organisational culture and strengthening dialogue across the leadership group.
- **Advancing employment equity:** The committee reviewed CSA's workforce profile and confirmed CSA's compliance with employment equity requirements as evidenced by certification from the Department of Employment and Labour. It oversaw the finalisation of CSA's five-year Employment Equity Plan.
- **Reviewing people policies:** The committee recommended a suite of reviewed policies to the Board to promote consistency and fairness and to reflect recent legislative changes. The committee suggested that approved policies be shared with affiliates to spread good practice across the cricket ecosystem.
- **Supporting employee wellbeing:** A new employee wellness provider was appointed during the year on a cost-neutral basis, offering a broader range of services and continuous access for Members and employees' families.
- **Monitoring labour relations:** The committee noted that no formal disciplinary or grievance matters arose at CSA level during the year, and that the HR function provided advisory support to Affiliates dealing with labour matters, including proceedings before the Commission for Conciliation, Mediation and Arbitration. It satisfied itself that these matters were being handled with procedural and substantive care.
- **Committee effectiveness:** The committee completed its annual assessment, which was considered in closed session. From the final meeting of the year it adopted a governance assurance statement as a standing closing item, confirming that the committee had operated in accordance with its Terms of Reference, that conflicts of interest had been declared and managed, that benchmarking assumptions had been challenged, that its recommendations to the Board were supported by reasonable information, and that a clear separation had been maintained between the committee's oversight role and management's execution role.

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 oversee the implementation of merit-based increases under the revised review cycle and the change management needed to embed a reward philosophy that differentiates more sharply on performance. Strengthening moderation and calibration in performance management remains a priority, so that company and individual ratings reflect genuine performance and stretch.

Succession depth will receive sustained attention, with a focus on measurable progress in bench strength for critical roles and wider use of secondments and rotations across CSA and its Affiliates. The committee will also monitor delivery of the five-year Employment Equity Plan and extend its visibility over affiliate-level compliance, complete the rollout of the HR digital platform, and oversee development of the wellness-led framework for addressing alcohol and substance misuse across the cricket environment. Underpinning all of this, it will need to balance the staffing demands of the 2027 ICC Men's Cricket World Cup against the cost discipline CSA's financial position requires, while remaining alert to the retention risk arising from the absence of a long-term incentive pool.

SOCIAL AND ETHICS COMMITTEE

Mandate

The SEC is a statutory committee constituted in terms of Section 72(4) of the Companies Act. It assists the Board with oversight of organisational ethics, responsible corporate citizenship, sustainable development, stakeholder relationships and sound governance. Its statutory monitoring duties cover CSA’s standing against the United Nations Global Compact principles and the OECD recommendations on corruption, the promotion of equality and prevention of unfair discrimination, CSA’s contribution to the communities in which it operates, its record of sponsorship and charitable giving, and the impact of its activities on the environment, health and public safety.

In addition to these statutory duties, the Board has delegated to the committee the governance of ethics, oversight of CSI, approval of the plan and strategy for stakeholder engagement, and oversight of CSA’s environmental, social and governance framework. The committee reports to the Board on its activities and to the Members’ Council at the AGM on how it has discharged its statutory functions.

Composition and attendance

The committee comprises five members, the majority of whom are non-executive directors, supported by the Public Affairs Executive and the Company Secretary as permanent invitees. It held four meetings during the year under review, including one special meeting.

Meetings held:
3 July 2025 (special meeting), 29 August 2025, 25 November 2025, 2 March 2026

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Ncumisa Mayosi (Chairperson)	4/4	None
Craig Nel	2/2	Retired, September 2025
Yunus Bobat	2/2	Stepped down, October 2025
Mahlako Maleka	2/2	Appointed, October 2025
Johannes Adams	2/2	Appointed, October 2025
Pholetsi Moseki	4/4	None
Tjaart van der Walt	2/4	None
PERMANENT INVITEES		
Refentse Shinnars	4/4	None
Viwe Mngambi	4/4	None
INVITEES		
Sindiswa Ngcwabe	2/3	None
Christelle Janse van Rensburg	2/2	None

Performance overview

The committee maintained a strong focus on the governance of ethics, CSA’s relationships with its stakeholders, and the organisation’s ESG commitments, thereby supporting the Board’s accountability for responsible corporate citizenship. Key activities and outcomes during the year:

- Renewing CSA’s Code of Ethics:** The committee convened a special meeting with an independent ethics practitioner to review a substantially rewritten Code of Ethics and supporting ethics framework. The revised Code moves from a legalistic, compliance-driven document to one written in accessible language, framed around positive commitments and connected to the culture of the organisation. It sets out core values, addresses conflicts of interest, diversity and safety, and includes a practical ethical decision-making model and whistleblowing guidance. The committee recommended the revised Code to the Board for approval.
- Assessing and strengthening ethics maturity:** An independent ethics management maturity assessment was undertaken during the year to establish a baseline for the ethics programme. The committee accepted the findings and endorsed an ethics programme, including a formal ethics strategy, an executive ethics champion, a dedicated ethics office and operational ethics committee, an ethics advice line distinct from the whistleblowing channel, and strengthened Board reporting on declarations of interest.
- Embedding an ethics management plan:** The committee was briefed on a comprehensive ethics management plan built around a three-year maturity pathway, with a relaunch of the Code of Ethics scheduled to coincide with the organisational townhall and supported by visible endorsement from the CEO, the Board Chairperson and the committee Chairperson, together with a rollout of ethics training and awareness activity across CSA.
- Closing the ESG gap:** The committee prioritised the development of a sustainability management framework structured around five pillars covering inclusivity and transformation, health, safety and wellbeing, stakeholder collaboration and socio-economic impact, environmental stewardship, and financial resilience and sustainability. This was approved by the Board in March 2026. This framework will see ESG considerations embedded across CSA’s business practices and integrated with the organisation’s reporting obligations under King V.



- Overseeing stakeholder relationships and reputation:** The committee received quarterly reports from the Public Affairs Executive on communications, stakeholder relations, government engagement and reputational risk. It reviewed the independent stakeholder perception study completed during the year, which showed measurable improvement in trust since the previous reading while confirming that players, fans and cricketing communities remain the segments requiring most attention. It also oversaw development of a stakeholder engagement framework and relations strategy, and monitored reputational risks arising from national team performance, government relations, leadership stability and affiliate governance.
- Strengthening safeguarding oversight:** Safeguarding and anti-corruption matters were maintained as a standing item. The committee reviewed CSA's safeguarding policy, which covers the protection of minors and the prevention of harassment and bullying across the cricketing ecosystem including affiliates, and supported the introduction of a formal safeguarding register recording complaints received, actions taken and the status of investigations. Training for match officials was delivered ahead of the youth tournament season, and the committee noted that the incidence of new matters had fallen, which it attributed in part to the effectiveness of awareness and training interventions.
- Preparing for the 2027 ICC Men's Cricket World Cup:** An initial identification of reputational risks associated with the tournament was prepared and the committee has kept the alignment of CSA's own risk register with that of the Local Organising Company on its agenda for ongoing monitoring.
- Supporting the establishment of the Cricket First Foundation:** The committee reviewed the draft MOI and provided detailed input on the governance architecture, a formal reporting framework, the treatment of capital and income, a prohibition on loans to directors, unpaid directorships with reimbursement limited to reasonable expenses, and indemnity and insurance cover, before recommending the document to the Board for approval subject to legal review.

Committee effectiveness: The committee reviewed and approved its Annual Work Plan, realigning reporting cycles and clarifying ownership of ethics reporting, and completed its annual evaluation, with results reported to the Board. From the final meeting of the year, it introduced a governance assurance statement as a standing closing item: the Chairperson leads members through short reflective questions confirming that material matters were properly considered, management actions carry clear owners and timelines, matters requiring escalation are identified, and the impact of decisions on stakeholders has been weighed.

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 relaunch of the Code of Ethics and the rollout of the supporting ethics management programme, including the establishment of an operational ethics committee and an ethics advice line. The objective is to elevate CSA's ethics standard in line with global best practice and shift the organisation from an informal approach towards a more accountable and documented ethical governance. Alongside this, the committee will oversee the implementation of the ESG component of the sustainability management framework, with environmental stewardship the biggest gap to close, particularly in relation to collecting data for waste, water and energy efficiency and biodiversity within stadiums.

The committee will also continue to strengthen its oversight role of the safeguarding policy through the new register, which aims to harmonise work between CSA's reputational risk register and that of the 2027 CWC NPC ahead of the ICC Men's Cricket World Cup 2027, and to support the establishment of the Cricket First Foundation on a sound governance footing, from inception.

CRICKET COMMITTEE

Mandate

The Cricket Committee assists the Board on all professional cricket playing matters, from the Proteas Men’s and Women’s teams through to the high-performance and SA20 structures to domestic professional cricket. Amateur cricket is overseen by the Cricket Pipeline Committee. The Cricket Committee holds delegated authority over the laws of the game as applied in CSA competitions, standard playing conditions, playing matters relating to players, captains and coaches in the professional and senior domestic competitions, professional cricket development activities including match-official development, and matters relating to umpires and match referees, including the use of technology in decision-making.

Matters with financial, policy or competition-structure implications fall beyond its delegated authority and are recommended to the Board. Its composition is deliberately broader than a conventional Board committee: alongside non-executive directors, the Chief Executive Officer and Director of Cricket sit as permanent members, joined by representatives of the Members’ Council, the Chief Executives’ Committee and the SACA, and by two veteran former international players, one from the men’s game and one from the women’s, ensuring that decisions on the professional game are taken by the affected stakeholders.

Composition and attendance

The committee met four times during the year under review, on 4 September 2025, 1 December 2025, 16 March 2026 and 26 March 2026 (special). Andrew Hudson chaired until his retirement at the September 2025 AGM, alongside Tebogo Siko, who provided the Cricket Pipeline Committee link. Yunus Bobat assumed the chair thereafter, with Vuyani Jarana, Johannes Adams and Michael Eksteen joining as non-executive directors, Eksteen taking up the Pipeline Committee link as the Terms of Reference requires.

MEMBER	ATTENDANCE	IN-YEAR CHANGES
Andrew Hudson (Chairperson)	1/1	Retired at the September 2025 AGM
Yunus Bobat (Chairperson)	3/3	Appointed Chairperson following the AGM
Thato Moagi	4/4	None
Tebogo Siko	1/1	Retired at the September 2025 AGM
Vuyani Jarana	2/3	Appointed following the September 2025 AGM
Johannes Adams	3/3	Appointed following the AGM
Michael Eksteen	3/3	Appointed following the AGM
Heinrich Strydom	4/4	None



MEMBER	ATTENDANCE	IN-YEAR CHANGES
Farhaan Behardien	4/4	None
Pholetsi Moseki	4/4	None
Enoch Nkwe	4/4	None
Dr Mohammed Moosajee	4/4	None
Daleen Terblanche	4/4	None
Vernon Philander	3/4	None
PERMANENT INVITEES		
Edward Khoza	4/4	None
Viwe Mngambi	4/4	None



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Performance overview

The committee's year was framed by extraordinary on-field achievement at both ends of the reporting period: the ICC World Test Championship victory at Lord's shortly after year-start, and the Proteas Women's team reaching its first ICC Women's Cricket World Cup Final. Against that backdrop, the committee's work concentrated on converting elite success into a sustainable system.

- The Proteas Women's team: a historic World Cup.**
The committee oversaw the full campaign and congratulated the team on finishing second. It reviewed the campaign's learnings honestly and noted that management had already concluded a workshop to develop the Road to the 2029 Women's World Cup, alongside preparation for the 2026 T20 World Cup in England.
- The Proteas Men's team and the Road to 2027.**
The committee commended the preparation behind the World Test Championship triumph, oversaw the three-year Road to the ICC Men's Cricket World Cup 2027 plan built around creating world-class national teams, and confronted T20 league economics and leadership succession. The appointment of a Convener of Selectors, separating selection from coaching, was recognised as strengthening the system. National contract lists for the Proteas Men's and Women's teams for the 2026/27 season were brought to the committee for approval in March.
- Strengthening medical and performance governance.**
The committee approved the Terms of Reference for the re-established Medical Committee, resolving that it reports through the Cricket Committee to the Board, and received the recommended candidate list for appointment. It supported the shift from minimum standards to Athlete Performance Profiling, rolled out at domestic level during the season, held management to account on delays in procuring a new Athlete Management System, and noted the conclusion of medical insurance cover for high-performance contracted players.
- A pipeline tested in competition.** Oversight spanned the full professional cricket programme, high-performance skills camps for men and women bridging domestic and international standards, fixtures between SA Emerging teams and SA20 franchises. The SA U19 Women's unbeaten tri-series that opened the build to their 2027 World Cup,

and the SA U19 Men's ICC World Cup campaign, which ended at the Super Sixes but produced the highest total in South African U19 World Cup history was also reviewed. The committee maintained focus on the Black African Batters Programme, requesting regular in-depth reporting.

- Professional cricket, the SA20 and equity of opportunity.** Following season review engagements with all 21 professional teams, the committee approved amendments to the Player Administrative Conditions and the CSA Elite Panel of Umpires. In March it considered a four-season analysis of participation in the CSA T20 competition and the SA20, examining how domestic opportunity, batting position access and role clarity shape players' pathways into the league, and the structural interventions needed to broaden access, particularly for Black African batters. The introduction of a Players of National Interest approach, contributing to the domestic contracts of identified players was developed through the committee for the SACA Memorandum of Understanding discussions.
- Match officials on the world stage.** The committee tracked a landmark year: South African officials at the Women's World Cup semi-final stage, the first woman to serve as a TV umpire in a men's international in South Africa, the first South African appointed by the ICC as match referee for a men's home series, an on-field appointment in the U19 World Cup Final, and two South African umpires selected for the ICC Men's T20 World Cup 2026.
- Touring security and scheduling.** The committee examined security assurance for subcontinent tours, registering concern where CSA was unrepresented on a security assessment, reviewed venue readiness, and monitored the international calendar through to the 2027-2031 Future Tours Programme.
- Committee governance.** The committee considered the outcome of its assessment process in closed session in September, and from March adopted a standing governance assurance statement at the close of each meeting, confirming process, alignment with its Terms of Reference, risk, duty of care and accountability for actions.

The committee is satisfied that it has fulfilled its responsibilities in accordance with its Terms of Reference for the year under review.



Outlook

The committee's forward agenda is focused on the ICC Men's Cricket World Cup that South Africa will host in 2027: winning the ICC events on the way there, embedding the Medical Committee and Athlete Performance Profiling across the ecosystem, finalising the standardised high-performance contracting framework with SACA, ensuring the talent pipeline responds to the development of Black African batters into national team selection, and sustaining the Proteas Women's team's trajectory through the 2026 T20 World Cup towards the 2029 World Cup.

CRICKET PIPELINE COMMITTEE

Mandate

The Cricket Pipeline Committee assists the Board in discharging its responsibilities for all amateur cricket development activities, collectively known as CSA’s development pipeline. Its mandate covers development activities and programmes at every amateur level of the game, including match officials, and it holds delegated authority over playing matters relating to players, captains and coaches within amateur cricket, matters relating to match officials including the use of technology, the standard playing conditions for CSA’s amateur national tournaments and competitions, and the setting of targets, performance benchmarks and monitoring of progress for cricket skills development and training programmes.

The committee’s delegated authority does not extend to matters carrying financial implications, matters of company policy or protocol, structural changes to competitions that affect Members, or matters relating to the national teams. In these areas the committee makes recommendations to the relevant committee or to the Board. The committee may not perform management functions or assume management responsibilities, and where its remit overlaps with that of another Board committee, the respective chairpersons agree which committee will deal with the matter so that duplication is avoided. The Chairperson reports on the committee’s deliberations to the Board following each meeting.

Composition and attendance

The committee comprised nine members at year-end, five of whom are non-executive directors, supported by the Chief Executive Officer as executive director, the Director of Cricket, a representative of the CEC and a Members’ Council link. The committee met three times during the year, against a minimum of two scheduled meetings required by its Terms of Reference.

MEMBER	ATTENDANCE	IN-YEAR CHANGES
Michael Eksteen (Chairperson)	3/3	None
Thato Moagi	3/3	None
Yunus Bobat	2/3	None
Muditambi Ravele	3/3	None
Xander Snyders	3/3	Served as Members' Council representative until the AGM
Pholetsi Moseki	3/3	None
Enoch Nkwe	3/3	None
James Fortuin	3/3	None
Sakkie Kwakwa	2/2	Joined the committee with effect from November 2025
PERMANENT INVITEES		
Edward Khoza	3/3	None
Viwe Mngambi	3/3	None

Meetings held:
1 September 2025, 26 November 2025 and 3 March 2026.

Performance overview

The committee’s work during the year was shaped by CSA’s pillars of access, inclusion and excellence and whether the development pipeline is producing players, coaches and officials of sufficient quality, in sufficient numbers, and from every community in the country.

- Performance measurement across the Member network.** The committee considered the Pathway Programme Performance Scorecard results for the preceding season, the monitoring instrument through which CSA measures each Member’s delivery of its cricket programmes. An incentive criterion had been introduced for that cycle, communicated to Member chief executives before the season and verified through the Member submission process, with results signed off by Member cricket services managers. The committee requested that a multi-year trend analysis be prepared so that sustained performance, and sustained under-performance, could be monitored across seasons.
- Sustainability of the hub network.** The committee received the outcome of a sustainability assessment covering the 70 CSA-funded hubs nationally, measured against their set requirements and mandate. Under-performing hubs were identified and given additional support. Where performance does not improve within the agreed timelines, a hub is repurposed as a development centre rather than closed, with Meso Cricket, Mini Cricket and talent identification continuing at the facility. New hubs are launched on their own merits and not as replacements for existing ones.
- Four-year performance trends.** A trends analysis across the Mini Cricket, hub, youth and club programmes and the match officials’ structure was considered. The hub programme was shown to have progressed from an operational footing towards excellence and the youth scorecard improved steadily, while the decline in the number of clubs was attributed to mergers and facility constraints, with amalgamation of hubs also affecting compliance with the Equitable Participation Guidelines.



- **Coach education and accreditation.** The committee supported a proposed accreditation partnership with the Exercise Training Academy, beginning with the Level 2 Coaching Course leading to a Higher Certificate in Coaching, and asked that the agreement include a period of exclusivity to allow CSA to scale the courses. The University of Fort Hare was identified as a further accreditation partner for the future.
- **Review of the Presidential Plan.** A two-day workshop involving CSA management and Member cricket services managers interrogated the existing framework and assessed Member performance against it. The revised model will be strength-based and context-sensitive, built around the circumstances of each Affiliate rather than applying a uniform approach.
- **Schools and tertiary cricket.** The committee oversaw the second edition of the SA20 Schools Tournament to ensure CSA's ownership of the pathway is properly recognised. Six regionalised roadshows were held with the South African Schools Cricket Association to align provincial school structures with CSA. Engagements with independent school groups and other prospective partners were reported, with one set of discussions found not to be commercially viable in its proposed form.
- **Participation and data integrity.** Registered pathway participation has not yet returned to pre-COVID levels, principally because of club amalgamations. The committee identified incomplete recording of cricketing activity by Affiliates as a risk to the accuracy and reliability of CSA's participation data and noted the numbers subject to that limitation.
- **Talent transfer between age groups.** The National Age Group Weeks report showed Members generally competitive at U16 level but not at U19, pointing to weaknesses in the development and retention of players between those stages. The Black African Batters Programme was found to be contributing measurably at U19 level, and the committee emphasised the importance of carrying those gains through into the national teams. Standards in the U16 girls' tournaments were singled out as encouraging for the women's pathway.
- **Mass participation.** The committee noted the KFC Mini Cricket National Seminar, which brought together more than 200 coordinators, volunteers and cricket services managers, and the provincial seminar and festival programme rolled out across the Affiliates through the season. The renewal of the KFC partnership, now in its sixteenth year, was reported alongside the programme's record of more than 120 Mini Cricketers progressing to national Proteas teams.
- **NYSP.** The fourth phase of the project was completed in partnership with the National Youth Development Agency, engaging young people across the Member network in coaching support, administration, event delivery and community activation. Government identified CSA as a leading implementing partner and invited participation in a further phase that may extend to other sporting codes. The committee supported continued participation and asked that accountability be clearly allocated between federations.
- **Match officials.** Two South African umpires were included in the umpiring panel for the Super 8 and semi-final stages of the 2026 ICC T20 World Cup, and three female umpires officiated in international cricket during the year. The committee noted the coming departure of two match official coaches and the expedited recruitment process to replace them.
- **Senior and inclusive cricket.** The committee received reports on the Blind Cricket national tournament, the Deaf Cricket inter-provincial tournament, the appointment of a new executive committee for rural cricket, the Fort Hare Cricket Academy and the successful hosting of the CSA T20 Community Cup and the CSA 50-Over Club Championship. It noted the resolution, through mediation, of a long-standing veterans' selection matter. Work on broadening disability cricket was reported, including participation in an international disability cricket conference and consideration of a national Table Cricket pilot.

- **Safeguarding and continental support.** Safeguarding vetting and awareness training were extended across the Board, the Members' Council and the wider cricket ecosystem, with cases referred to the Social and Ethics Committee. The committee also considered CSA's role in supporting the 19 African Associate Members of the ICC, including legacy projects tied to the CWC27 and capacity-building in high performance and coaching.

The committee is satisfied that it discharged its responsibilities during the year in accordance with its Terms of Reference.

Outlook

The committee's immediate priorities are the finalisation of the revised Presidential Plan framework and its submission for consideration, the conclusion of the coach education accreditation agreement and an assessment of a second accreditation partner, and the Pathway Indaba, renamed from the Schools Indaba to reflect the full pathway including tertiary cricket. Formalising the branding framework for the school's tournament, improving the completeness of participation reporting by Affiliates, and strengthening the transition of talent from U16 to U19 and on into the national structures will remain areas of close attention, supported by an end-of-season report on the domestic performance of players identified through the development programmes.

The committee will also give attention to its own governance instrument, and to the composition matters set out in its Terms of Reference, so that its constitution and mandate keep pace with the structure of the game as CSA moves towards 2027.

DIVERSITY, EQUITY AND INCLUSION COMMITTEE

Mandate

The Diversity, Equity and Inclusion Committee is a committee of the Board, constituted in terms of CSA's Memorandum of Incorporation and its Board-approved Terms of Reference. Formerly the Transformation Committee, it was renamed to place the concept of belonging at the centre of its work and to align it with CSA's strategic pillars of Excellence, Access and Inclusion. Its role is to align CSA's diversity, equity and inclusion agenda with the organisation's strategic goals, and to design and monitor the implementation of the policies and plans through which that agenda is delivered.

The committee reviews, proposes and monitors targets across each of the transformation dimensions set out in the Eminent Persons Group scorecard, monitors CSA's own datasets on organisational performance, and guides and liaises with equivalent structures at Member level so that national goals are carried through the wider cricket ecosystem. Where matters fall beyond its delegated authority, such matters are recommended to the Board for consideration and approval. It performs no management function and holds no executive power over its findings.

Composition and attendance

The committee comprised four non-executive directors and a Members' Council representative at year-end, chaired by an independent non-executive director in line with its Terms of Reference. Membership was substantially refreshed following the AGM in September 2025, with two directors retiring and three new appointments taking effect in October, joined for the first time by a representative of the Members' Council. The committee met three times during the period under review on 5 September 2025, 2 December 2025 and 11 March 2026.

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
Muditambi Ravele (Chairperson)	3/3	None
Ncumisa Mayosi	3/3	None
Mohammed Iqbal Khan	2/2	Appointed October 2025
Xander Snyders	2/2	Appointed October 2025
Damian Weidemann (Members' Council representative)	2/2	Appointed October 2025
Palesa Kadi	1/1	Retired at the AGM, September 2025
Michael Eksteen	1/1	Stepped down following the AGM, September 2025
Tebogo Siko	1/1	Retired at the AGM, September 2025

DIRECTOR	ATTENDANCE	IN-YEAR CHANGES
PERMANENT INVITEES		
Pholetsí Moseki, Chief Executive Officer	2/3	Apology, 11 March 2026
Enoch Nkwe, Director of National Teams and High Performance	2/3	Apology, 11 March 2026
Tjaart van der Walt, Chief Financial Officer	1/1	Seconded to the ICC 2027 CWC NPC, October 2025
Christelle Janse van Rensburg, Acting Chief Financial Officer	2/2	Appointed Acting CFO, November 2025
Devni Naidoo-Ferdi, Human Resources Executive	3/3	Confirmed as a permanent invitee, December 2025
Edward Khoza, Executive: Domestic Cricket	3/3	None
Viwe Mngambi, Company Secretary	3/3	None
Mbali Phuza, Transformation Manager	3/3	None

Table: DEI Committee composition and attendance, FY2026



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Performance overview

During the 2025/26 financial year, the Diversity, Equity and Inclusion Committee continued to exercise oversight of CSA’s transformation agenda, with a focus on ensuring that transformation remains embedded within the organisation’s governance structures, strategic priorities and operational delivery. The committee monitored progress against key transformation indicators, reviewed the implementation of approved strategic initiatives and assessed the extent to which transformation outcomes were contributing to the long-term sustainability and inclusivity of the cricket ecosystem.

The committee is encouraged by the progress achieved across several priority areas during the reporting period. A significant milestone was the approval and implementation of the CSA Diversity, Equity and Inclusion Strategy, which provides a comprehensive framework for embedding inclusion, strengthening representation, mitigating systemic barriers and promoting a culture of belonging across all levels of the organisation and the broader cricket ecosystem. The subsequent development of the CSA DEI Policy further strengthened the governance framework supporting transformation and established a more structured basis for monitoring and accountability.

The committee also noted continued progress in transformation performance as measured through the Department of Sport, Arts and Culture’s Eminent Persons Group (EPG) framework. CSA recorded an improvement in its overall EPG performance during the reporting cycle, achieving 75% against the prescribed benchmark while reducing the number of unmet dimensions from the previous reporting period. Positive outcomes were observed across a range of demographics, development structures, coaching pathways and workforce representativity indicators. These results reflect the cumulative impact of sustained investment in transformation programmes over several years.

From a participation and development perspective, the committee monitored the implementation of several initiatives aimed at broadening access to cricket and strengthening developmental pathways. Programmes such as the National Youth Service initiative, hub cricket

structures, Meso Cricket interventions and various grassroots development programmes continued to provide opportunities for young people, particularly those from historically disadvantaged communities, to participate in cricket and associated career pathways. The committee remains encouraged by the contribution these programmes make toward expanding the talent pipeline while promoting social inclusion and community development.

The committee continued to dedicate significant attention to representativity and equitable opportunities within high-performance cricket. While notable progress was observed within women’s cricket pathways, including sustained achievement of Black African representation targets and continued competitiveness at international level, transformation outcomes within certain areas of the men’s high-performance environment remain a strategic concern. The committee therefore intensified its oversight of player pathway development, succession planning and interventions aimed at strengthening the pipeline of underrepresented groups, particularly Black African batters and future leadership candidates.

In fulfilling its oversight mandate, the committee also reviewed progress against the resolutions arising from the DEI Indaba and monitored the implementation of research-based recommendations aimed at accelerating the integration and advancement of women within South African cricket. The committee views these interventions as critical enablers of long-term systemic change and believes they will contribute to a more inclusive and representative future for the sport.

Notwithstanding the progress achieved, the committee recognises that several challenges continue to require focused attention. These include representation gaps within certain high-performance environments, the need to strengthen disability cricket structures, resource constraints affecting the scale of some developmental initiatives and the continued requirement for stronger alignment between transformation objectives and operational implementation across the ecosystem. The committee remains committed to ensuring that these matters receive appropriate oversight and that corrective interventions are implemented where required.

National team selection patterns

Selection patterns for the national teams remained a standing item at every meeting of the year, reported by the Director of National Teams and High Performance and measured across every selection instance in the period against CSA’s self-set targets.

At the March meeting the committee took evidence directly from the national men’s and women’s selectors, who attended to present the selection reports.

SELECTION INSTANCE:

Each occasion on which a player is selected for an official match, series, tour, squad or competition during the reporting period. This metric **measures selection frequency** and participation opportunities rather than the number of individual players selected.

TEAM	MEASURE	TARGET	ACTUAL	VARIANCE
Proteas Women	Black African	26%	37%	+11
Proteas Women	Black (overall)	54%	47%	-7
Proteas Men	Black African	26%	20%	-6
Proteas Men	Black (overall)	55%	32%	-23



The women’s team met its Black African target across the reporting period while recording a 65%-win rate, demonstrating that transformation objectives and competitive success advance together. The depth of the Indian and Coloured pipeline continues to constrain performance against the overall Black target, with Indian representation across 286 selection instances amounting to a single instance. Selection outcomes in the men’s game fell short of both targets, with Black African representation at 20% against a 26% target and overall Black representation at 32% against a 55% target. The committee recorded these as the lowest transformation performance in recent years, with the 55% Black target met in none of the 40 matches played in the period, and the tour to India amplifying the concern, with some matches fielding only one or two Black players. The committee asked management to distinguish immediate risks from long-term structural gaps, to set out how representivity will be protected during major tournaments, to describe the specific interventions planned to grow Indian and Coloured representation, and to explain how Affiliates, selectors and high-performance coaches will be held accountable for producing representative pipelines ahead of the 2027 World Cup.

Coaching and officiating structures

Representation among nationally accredited and active coaches and match officials exceeded target in all measured categories, with Black African coaches at 58% against a 54% target and Black African match officials at 41% against a 34% target. Gaps persist among specialist support staff attached to national teams, particularly in medical and physiotherapy roles, and these remain an area of focus.

MATCH OFFICIALS	MEASURE	TARGET	ACTUAL	VARIANCE
Coaches	Black African	54%	54%	+4
Match Officials	Black African	34%	41%	+7

DEI Strategy and Policy

Following its recommendation of the DEI Strategy to the Board, the committee considered the draft CSA DEI Policy, framed by management as a guiding instrument rather than a compliance tool. Members asked that the policy be anchored explicitly in the Constitution, the Bill of Rights and the Promotion of Equality and Prevention of Unfair Discrimination Act, and that it cross-references every CSA policy carrying a DEI element so that these matters are tracked centrally. The committee resolved that the policy be amended to incorporate those inputs before approval, and both instruments were subsequently taken forward for implementation.

DEI Indaba implementation

The committee moved to status-based reporting across the Indaba workstreams. Progress was recorded on the establishment and registration of the Cricket First Foundation, on the alignment of the selection panel, and on the research report into the integration of women into the mainstream of South African cricket, whose recommendations were approved by the Board. Constraints were acknowledged in the national rollout of Meso Cricket, in infrastructure funding dependent on municipal and external partners, and in the integration of DEI into induction and digital reporting systems, while three areas were escalated for executive attention: outstanding safeguarding administration, including vetting and case backlogs; the operationalisation of disability cricket, where memoranda of agreement are out of date and performance indicators are not finalised; and incomplete visibility in procurement reporting.



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Broad-Based Black Economic Empowerment

The committee oversaw CSA's B-BBEE performance throughout the reporting period, reviewing progress against scorecard targets and monitoring the implementation of transformation initiatives. Management continued to implement interventions aimed at improving performance across priority elements, including skills development, procurement transformation, and enterprise and supplier development.

The committee monitored identified risks and corrective actions and remains encouraged by management's commitment to strengthening transformation outcomes and enhancing long-term organisational sustainability through meaningful economic participation and inclusive growth.

CSA's performance against the Codes remains constrained on the priority elements, with skills development at 5.85 and preferential procurement at 4.18 against their subminimums, and supplier development and enterprise development both at zero.

The committee reviewed quarterly reporting on CSA's performance against the B-BBEE Codes of Good Practice, considered the misalignment between the skills development requirements of the Codes and the cricketing initiatives CSA delivers.

Quality of opportunity

The committee approved the piloting of the revised Quality of Opportunity Framework at Proteas level, recognising that the existing measurement criteria did not account for practical realities such as returning international players, squad depth and injury, and will receive the resulting impact model before considering whether the framework should be extended into the domestic system.

National Youth Service Programme

The committee noted CSA's delivery of the government-funded National Youth Service Programme, through which 3 800 young people have been trained as coaches, administrators, umpires, scorers and ground staff across all nine provinces, with a number subsequently absorbed into full-time employment by Affiliates. Discussions with National Treasury on extending the programme were noted, and Members encouraged affiliates to use the programme to build capacity at club level.

SA20 alignment

The committee resolved in December that a strategy workshop with the SA20 be convened in February, and in March considered an analysis of participation in the CSA T20 Competition and the SA20 and its impact on South African players, testing how the League's developmental undertakings are being met.

Terms of Reference and work plan

The committee reviewed its Terms of Reference and recommended them to the Board for approval, adding the Human Resources Executive as a permanent invitee in recognition of that department's contribution to the DEI Strategy, correcting the designation of the Director: National Teams and High Performance, and referring the question of evaluation frequency to the Board, as Members have observed that a six-month cycle may be complicated. The revised Annual Work Plan was considered at the final meeting of the year.

The committee is satisfied that it has discharged its responsibilities in accordance with its Terms of Reference during the year under review.



Outlook

As the DEI governance framework transitions from development to implementation, the committee's focus in the year ahead will be on strengthening accountability, monitoring implementation progress and ensuring that transformation objectives remain integrated into decision-making structures at national, affiliate and programme level.

Transformation outcomes within the high-performance environment will remain a strategic priority. The development of a dedicated Gender Equity Framework will also follow.

The committee will also continue to monitor areas identified as requiring enhanced intervention and support, including disability cricket integration, safeguarding compliance, development pathway effectiveness and transformation outcomes within professional and elite cricket environments.

NOMINATIONS COMMITTEE

Mandate

The Nominations Committee is a committee of the Board, constituted in terms of the MOI and governed by the Board-approved Terms of Reference. Its central role is to lead the process of identifying, assessing and recommending candidates for election and appointment to the Board, and to make recommendations to the Members’ Council on candidates for election as non-independent directors at the AGM, or wherever a vacancy arises. The committee has no executive powers and, on all matters that fall outside its delegated authority, it recommends to the Board for approval.

The committee is further responsible for the regular review of the structure, size, composition, diversity and tenure of the Board and its committees; for evaluating the independence of non-executive directors, including the annual assessment of those who have served for more than three years; for the induction, training and continuing development of directors; for maintaining the Board skills matrix and assessing directors’ time commitment and capacity; and for succession planning for key Board leadership positions. Where succession relates to the rotation or non-re-election of the Board Chairperson, the matter is deliberated jointly with the Audit, Governance and Risk Committee.

Composition and attendance

The committee comprised three independent non-executive directors for the first half of the year and four non-executive directors, three of them independent, from the second half following the appointment of Mr Xander Snyders after the 2025 AGM. In line with the Terms of Reference, the committee is chaired by the Chairperson of the Board, Ms Pearl Maphoshe, who is an independent non-executive director. The Chief Executive Officer is not a member of the committee and attends by invitation, and the Company Secretary acts as secretary to the committee.

The committee met five times during the year under review, against the minimum of two scheduled meetings required by its Terms of Reference. The increase in meeting frequency reflects both the demands of the 2025 election cycle and the volume of governance instruments developed in the second half of the year.

Meetings held:

15 May 2025, 10 July 2025, 25 August 2025, 18 February 2026 and 18 March 2026.

MEMBER	ATTENDANCE	IN-YEAR CHANGES
Pearl Maphoshe ¹ (Chairperson)	3/3	Retired by rotation and re-elected at the 2025 AGM
Mark Rayner	3/3	None
Ncumisa Mayosi	3/3	None
Xander Snyders ²	1/1	Appointed to the committee following the 2025 AGM
PERMANENT INVITEES		
Pholetsí Moseki	3/3	None
Viwe Mngambi	2/3	None

¹ Retired by rotation and re-elected at the 2025 AGM

² Appointed following the 2025 AGM

Performance overview

The year under review was dominated by two distinct bodies of work. The first was the execution of the 2025 director election cycle, which required the committee to run concurrent independent and non-independent nomination processes and to constitute the panel responsible for assessing independent director candidates. The second, undertaken in the closing months of the year, was the design of a more rigorous and better documented framework for how CSA identifies, assesses and develops its directors. Taken together, these represent a deliberate shift from an election process governed largely by practice to one governed by written policy.

- **Review of the Terms of Reference.** The committee reviewed its Terms of Reference and recommended them to the Board, having directed that provisions duplicating the mandate of the Human Resources and Remuneration Committee be removed and that the Terms of Reference of all Board committees record that the committee chairperson does not hold a casting vote.
- **Independent director recruitment.** The committee resolved to move in favour of a targeted approach aimed at attracting high-calibre candidates, using recognised professional governance platforms supported by direct dissemination through the Board, the Members’ Council and executive management.
- **Non-independent director nominations.** A call for nominations was issued to all Affiliates, and the committee considered the nominations received. The committee resolved that only nominations from Affiliates who are members in good standing should be considered for election to the Board.
- **Constitution of the Independent Director Nominations Panel.** The committee oversaw the establishment of the panel for the 2025 cycle and resolved that it would meet the panel to brief it on anticipated skills gaps, with the Board Chairperson recusing herself as an interested party in the process.
- **Director rotation and Board continuity.** The committee raised substantive concerns that the annual rotation of one third of directors can compel directors to leave the Board before completing their three-year terms, affecting consistency and continuity.

External legal advice confirmed that rotation itself is a statutory requirement, while recommending that the rotation regimes for independent and non-independent directors remain distinct, that term limits for non-independent directors be extended, and that the nine-year limit for independent directors be retained subject to annual confirmation of continued independence and objectivity.

- **Board size and committee structure.** The committee supported the recommendation of the Sustainability Task Team that the size of the Board be reduced and that certain committees be consolidated and directed that a formal proposal be prepared for submission to the Board and the Members' Council, emphasising the need for an accelerated decision.
- **Ethical assessment framework.** The committee considered and recommended to the Board a framework enabling it, and the Independent Director Nominations Panel, to report on the ethical fitness of prospective directors against a defined set of ethical tests, including independence, integrity, reputation and compliance. The assessment will form part of both the independent and the non-independent processes, with reference checking performed by an external provider. The committee also resolved to engage the leadership of the Members' Council on a mechanism for sharing assessment outcomes that appropriately protects candidates' confidential information.
- **Non-executive director recruitment policy.** The committee recommended a policy intended to strengthen transparency, skills balance and diversity in the recruitment and rotation of directors. It emphasised that recruitment must be informed by the Board skills matrix, to avoid the over-representation of skill sets, and by the outcomes of the Board evaluation process. The skills matrix was updated during the year to reflect the current composition of the Board.
- **Director training policy and training register.** The committee approved the principle that development support for directors be confined to programmes addressing skills gaps identified through the Board evaluation process, supported the limitation of CSA's contribution to a defined proportion of programme cost, and confirmed that CSA would not reimburse prepaid training or subscription fees. The committee resolved that the Company Secretary establish and maintain a register recording all training attended by directors at CSA's cost, together with the associated cost.



- **Governance assurance.** The committee adopted the standing governance assurance statement introduced across Board committees during the year, confirming at each meeting that decisions were taken on adequate information and proper process, that matters deliberated fell within its delegated authority, that risks arising were identified, that members acted independently and in the best interests of CSA, and that action items carry clear owners and timelines.

The committee is satisfied that it discharged its responsibilities during the year under review in accordance with its Terms of Reference.

Outlook

The committee enters the new financial year with a defined programme of work. The policies and frameworks recommended during the closing months of the year, covering ethical assessment, non-executive director recruitment, director training and the establishment of the Independent Director Nominations Panel, will be applied for the first time in a full election cycle, and the committee will assess whether they deliver the intended improvements in transparency, objectivity and the quality of candidates brought forward. Detailed timelines for the 2026 AGM have been approved and place particular emphasis on the earlier constitution of the nominations panel and on completing vetting well ahead of the notice of meeting.

Two matters remain open: the rotation regime applicable to directors and the procurement of an alternative vetting service provider, intended to improve both the quality and the turnaround of background verification. The committee will also give attention to formalising its own annual effectiveness evaluation and to the succession pipeline for the Board Chairperson and committee chairpersons, working with the Audit, Governance and Risk Committee where the Terms of Reference require it.

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List of acronyms

ACRONYM	DESCRIPTION
2027 CWC NPC	2027 Cricket World Cup NPC
AFS	Annual financial statements
AGM	Annual general meeting
AGRC	Audit, Governance and Risk Committee
B-BBEE	Broad-Based Black Economic Empowerment
CEC	Chief Executives Committee
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CSA	Cricket South Africa
CSI	Corporate social investment
CWC	Cricket World Cup
CWC27	ICC Cricket World Cup 2027
DEI	Diversity, Equity and Inclusion
DHA	Department of Home Affairs
DIRCO	Department of International Relations and Cooperation
DSAC	Department of Sport, Arts and Culture
DSO	Designated Safeguarding Officer
ECD	Early Childhood Development
EPG	Eminent Persons Group
ESG	Environmental, social and governance
GBV	Gender-Based Violence
GDP	Gross Domestic Product
GHG	Greenhouse gas
GRI	Global Reporting Initiative

ACRONYM	DESCRIPTION
ICC	International Cricket Council
IFRS	International Financial Reporting Standards
IR	Integrated Report
ISO	International Organization for Standardization
JSE	Johannesburg Stock Exchange
KPI	Key Performance Indicator
LOC	Local Organising Company
LTI	Long-term Incentive
MEC	Member of the Executive Council
MOI	Memorandum of Incorporation
NPC	Non-profit company
NPS	Net Promoter Score
NYDA	National Youth Development Agency
NYSP	National Youth Service Partnership
ODI	One-Day International
OECD	Organisation for Economic Co-operation and Development
PMO	Project Management Office
SA20	South Africa's professional franchise T20 league
SABC	South African Broadcasting Corporation
SACA	South African Cricketers' Association
SARS	South African Revenue Service
SASCOC	South African Sports Confederation and Olympic Committee
SDG	Sustainable Development Goals

ACRONYM	DESCRIPTION
SEC	Social and Ethics Committee
STI	Short-term Incentive
T20I	T20 International
U16, U19	Under-16, Under-19
UNGC	United Nations Global Compact
US	United States
WTC	World Test Championship



UN Global Compact Matrix

	PILLAR	UNGC PRINCIPLE	CSA ACTION/PROGRAMME	IMPACT/TARGET
1	Human Rights	Support and respect the protection of internationally proclaimed human rights.	Player and staff welfare policy; safeguarding framework for junior and disability cricket programmes.	Safeguarding policy in force across all provincial unions
2	Human Rights	Ensure the organisation is not complicit in human rights abuses.	Code of conduct and grievance channel for players, coaches and matchday staff.	Grievance cases reviewed within 30 days
3	Labour	Uphold freedom of association and the right to collective bargaining.	Recognition of SACA in contract negotiations.	Collective Bargaining Agreement renewed on a rolling four-year cycle
4	Labour	Eliminate all forms of forced and compulsory labour.	Standard player and staff contracts audited against national labour law.	100% of contracts legally reviewed annually
5	Labour	Effectively abolish child labour.	Age-verification and parental consent requirements across junior and school cricket pathways.	Verification applied at all school-level tournaments
6	Labour	Eliminate discrimination in employment and occupation.	Transformation policy setting representation targets across teams, coaching and administration.	Annual transformation (DEI) scorecard published
7	Environment	Support a precautionary approach to environmental challenges.	Water and turf management guidelines for grounds facing drought risk.	Guidelines rolled out to major venues
8	Environment	Promote greater environmental responsibility.	Waste reduction and single-use plastic policy at international match days.	Piloted at flagship venues
9	Environment	Encourage the development of environmentally friendly technologies.	Solar and LED retrofit assessments at CSA-owned and partner stadiums.	Feasibility studies underway at 3 venues
10	Anti-Corruption	Work against corruption in all its forms, including extortion and bribery.	Independent Integrity Unit; mandatory anti-corruption education with the ICC Anti-Corruption Unit.	CSA has a comprehensive Whistleblower policy that aligns with its Code of Conduct



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Cricket calendar FY2026

International series details

Proteas Men



DATES	OPPONENT	FORMAT	LOCATION	RESULT	
10 - 16 August 2025	Australia	T20I	Away	2-1 Aus	L
19 - 24 August 2025	Australia	ODI	Away	1-2 SA	W
02 - 07 September 2025	England	ODI	Away	1-2 SA	W
10 - 14 September 2025	England	T20I	Away	1-1	
11 October 2025	Namibia	T20I	Away	1-0 Nam	L
12 - 24 October 2025	Pakistan	Test	Away	1-1	
28 October - 01 November 2025	Pakistan	T20I	Away	2-1 Pak	L
04 - 08 November 2025	Pakistan	ODI	Away	2-1 Pak	L
14 - 26 November 2025	India	Test	Away	0-2 SA	W
30 November - 06 December 2025	India	ODI	Away	2-1 Ind	L
09 - 19 December 2025	India	T20I	Away	3-1 Ind	L
27 - 31 January 2026	West Indies	T20I	Home	2-1 SA	W
07 February - 08 March 2026	ICC Men's T20 World Cup	T20I	Away	Lost in semi-final	L
15 - 25 March 2026	New Zealand	T20I	Away	2-3 SA	W

Proteas Women



DATES	OPPONENT	FORMAT	LOCATION	RESULT	
11 - 17 June 2025	West Indies	ODI	Away	2-1 SA	W
20 - 23 June 2025	West Indies	T20I	Away	2-1 WI	L
16 - 22 September 2025	Pakistan	ODI	Away	2-1 SA	W
30 September - 02 November 2025	ICC Women's World Cup	ODI	Away	Runners Up	
05 - 10 December 2025	Ireland	T20I	Home	2-0 SA	W
13 - 19 December 2025	Ireland	ODI	Home	3-0 SA	W
10 - 16 February 2026	Pakistan	T20I	Home	2-1 SA	W
22 February - 01 March 2026	Pakistan	ODI	Home	2-1 SA	W
15 - 25 March 2026	New Zealand	T20I	Away	4-1 NZ	L
29 March - 04 April 2026	New Zealand	ODI	Away	2-1 NZ	L
17 - 27 April 2026	India	T20I	Home	4-1 SA	W

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U19s (Men & Women)



DATES	OPPONENT	MEN/ WOMEN	FORMAT	LOCATION	RESULT
17 - 22 July 2025	Bangladesh	Men	YODI	Home	1-2 Ban 
25 July - 10 August 2025	Zimbabwe Triangular	Men	YODI	Away	Lost in final 
03 - 07 January 2026	India	Men	YODI	Home	0-3 Ind 
15 January - 06 February 2026	World Cup	Men	YODI	Away	5th in Super 6 Group 
9 - 18 January 2026	U19 Women's Triangular (Zimbabwe U19 & CSA Youth XI)	Women	YT20I	Home	SA U19 Women beat Zimbabwe U19 in Final 
21 - 28 March 2026	Patricia Kambarami Cup (Nigeria T20I Invitational)	Women	YT20I	Away	Bronze medal 

-  Won
-  Lost
-  Abandoned
-  Draw
-  Runner-up

SA20 Schools Week



DATES	OPPONENT	FORMAT	LOCATION	RESULT
07 March 2026	Jeppe High School for Boys (won the Boys edition)	T20	Pretoria, South Africa	Defeated St Andrew's School of Bloemfontein by six wickets.
07 March 2026	Queens High School (won the Girls edition)	T20	Pretoria, South Africa	Defeated Saint Christian School by six runs.

SA20



DATES	OPPONENT	FORMAT	LOCATION	RESULT
25 January 2026	Sunrisers Eastern Cape won	T20	South Africa	6 wickets SEC 

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Honour book:
The Proteas player milestones

TEST



Keshav Maharaj reached 200 wickets v Zimbabwe at Bulawayo June 2025 – the first spinner to take 200 Test wickets for SA



Wiaan Mulder reached 1,000 runs v Zimbabwe at Bulawayo July 2025
Wiaan Mulder scored 367* v Zimbabwe at Bulawayo July 2025 – the highest Test score for SA



Kyle Verreynne reached 100 dismissals v India at Kolkata November 2025



Aiden Markram reached 50 Tests v India at Guwahati November 2025
Aiden Markram reached 3,000 runs v Pakistan at Lahore October 2025



South Africa won the World Test Championship v Australia at Lord's June 2025 – the 2nd time that SA has won an ICC event after the ICC Knockout Trophy in 1998

ODIs



Temba Bavuma reached 50 ODIs v Australia at Mackay August 2025



Keshav Maharaj reached 50 ODIs v Australia at Mackay August 2025



Matthew Breetzke became the man to reach 50 in each of their first 5 ODIs v England Lord's September 2025



Quinton de Kock reached 7,000 runs v Pakistan Faisalabad November 2025



Temba Bavuma reached 2,000 runs v India at Visakhapatnam December 2025

ODIs



Nadine de Klerk reached 50 ODIs v England at Guwahati October 2025
Nadine de Klerk reached 1,000 runs v New Zealand at Christchurch March 2026



Tazmin Brits reached 50 ODIs v Ireland at Gqeberha December 2025
Tazmin Brits reached 1,000 runs v West Indies at Cave Hill June 2025



Marizanne Kapp reached 150 ODIs v West Indies at Cave Hill June 2025



Sune Luus reached 150 ODIs v West Indies at Cave Hill June 2025
Sune Luus reached 3,000 runs v Pakistan at Centurion February 2026



Nonkululeko Mlaba reached 50 ODIs v Pakistan at Centurion February 2026
Nonkululeko Mlaba reached 50 wickets v England at Guwahati October 2025



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ODIs



Sinalo Jafta reached 50 ODIs v New Zealand at Wellington April 2026
Sinalo Jafta reached 50 dismissals v New Zealand at Christchurch March 2026



Chloe Tryon reached 2,000 runs v Sri Lanka at Colombo May 2025
Chloe Tryon reached 50 wickets v Sri Lanka at Colombo May 2025



Laura Wolvaardt reached 5,000 runs v England at Guwahati October 2025 – the first South African to reach this milestone
Laura Wolvaardt reached 50 catches v Pakistan at Centurion February 2026



Ayabonga Khaka reached 150 wickets v New Zealand at Wellington April 2026

T20Is



Lungi Ngidi reached 50 T20Is v Australia at Cairns August 2025



Quinton de Kock reached 100 T20Is v India at Ahmedabad December 2025
Quinton de Kock reached 3,000 runs v New Zealand at Ahmedabad February 2026 – the first South African to reach 3,000 runs



Keshav Maharaj reached 50 T20Is v New Zealand at Mount Maunganui March 2026
Keshav Maharaj reached 50 wickets v New Zealand at Mount Maunganui March 2026



South Africa played their 200th T20I v Zimbabwe at Harare July 2025

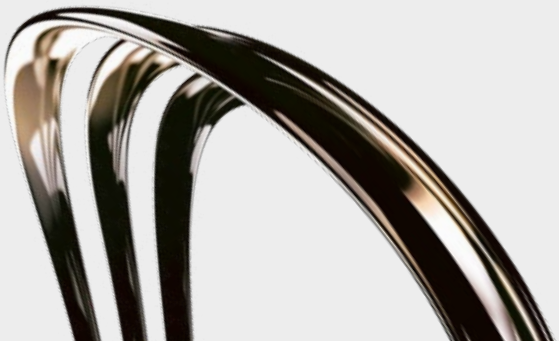
T20Is



Anneke Bosch reached 50 T20Is v New Zealand at Christchurch March 2026



South Africa made their highest T20I total of 220-2 v Ireland at Cape Town December 2025





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