Citizen Leader Lab
Learn Act Become

Citizen Leader Lab NPC

(Registration number 2008/029018/08)

Annual financial statements
for the year ended 28 February 2026

General Information

Country of incorporation and domicile	South Africa
Nature of business and principal activities	The company operates principally in South Africa and develops conscious leadership that builds social cohesion, uplifts communities and works towards achieving a just society, with a vision that Leadership builds a better future for all.
Directors	Sharon Audley Munyaka (Chairperson) Elsie Lerato Phelane (Treasurer) David John Morris Ridwan Samodien Thomas Holtz Komala Pillay (Chief Executive Officer) Johanna Jacoba Rautenbach (Company Secretary & Chief Operating Officer)
Registered office	IQ Business Park Building Q1, Corner of 3rd Avenue & Rivonia Avenue Sandton Gauteng 2000
Business address	IQ Business Park Building Q1, Corner of 3rd Avenue & Rivonia Avenue Sandton Gauteng 2000
Postal address	PO Box 4222 Tygervalley Western Cape 7536
Auditors	A2A Kopano Inc. Chartered Accountants (SA) Registered Auditor
Secretary	Johanna Jacoba Rautenbach
Company registration number	2008/029018/08
Tax reference number	9693382153
Level of assurance	These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.
Preparer	The annual financial statements were independently compiled by: N Harnaker CA(SA)
Published	12 June 2026

Index

The reports and statements set out below comprise the annual financial statements presented to the directors:

Level of assurance

These annual financial statements have been audited in compliance with the applicable requirements of the Companies Act of South Africa.

Preparer

N Harnaker CA(SA)

Published

12 June 2026

Directors' Responsibilities and Approval

The directors are required by the Companies Act of South Africa to maintain adequate accounting records and are responsible for the content and integrity of the annual financial statements and related financial information included in this report. It is their responsibility to ensure that the annual financial statements fairly present the state of affairs of the company as at the end of the financial year and the results of its operations and cash flows for the period then ended, in conformity with the International Financial Reporting Standard for Small and Medium-sized Entities. The external auditors are engaged to express an independent opinion on the annual financial statements.

The annual financial statements are prepared in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgements and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the company and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors set standards for internal control aimed at reducing the risk of error or loss in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the company and all employees are required to maintain the highest ethical standards in ensuring the company's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the company is on identifying, assessing, managing and monitoring all known forms of risk across the company. While operating risk cannot be fully eliminated, the company endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or loss.

The directors have reviewed the company's cash flow forecast for the year to 28 February 2027 and, in the light of this review and the current financial position, they are satisfied that the company has or has access to adequate resources to continue in operational existence for the foreseeable future.

The external auditors are responsible for independently auditing and reporting on the company's annual financial statements. The annual financial statements have been examined by the company's external auditors and their report is presented on page 6 - 7.

The annual financial statements set out on pages 8 to 20, which have been prepared on the going concern basis, were approved by the directors on 12 June 2026 and were signed on its behalf by:

Approval of annual financial statements

Elsie Lerato Phelane CA(SA)

Directors' Report

The directors have pleasure in submitting their report on the annual financial statements of Citizen Leader Lab NPC for the year ended 28 February 2026.

1. Nature of business

Citizen Leader Lab NPC was incorporated in South Africa with interests in the Non-profit industry. The company operates in South Africa.

The company operates principally in South Africa and develops conscious leadership that builds social cohesion, uplifts communities and works towards achieving a just society, with a vision that Leadership builds a better future for all.

The company utilises innovative leadership development models to develop leaders who catalyse positive change in their communities and broader society. The company facilitates cross-sectoral collaboration to strengthen connections and partnerships across boundaries, create opportunities for active citizenship and engage with key public sectors, with Education being an important focus area.

There have been no material changes to the nature of the company's business from the prior year.

2. Review of financial results and activities

The annual financial statements have been prepared in accordance with International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa. The accounting policies have been applied consistently compared to the prior year.

The company achieved a surplus of R1,195,279 for the year. It is important to note that this surplus is primarily driven by a non-cash accounting adjustment—the release of the R415,100 provision for doubtful debts—and the recognition of R566,800 in funding allocated to the Future Fund. These funds are restricted for future sustainability and do not represent surplus cash available for immediate operational spending. This is evidenced by the net cash used in operating activities of (R1,027,997) during the period.

Full details of the financial position, results of operations and cash flows of the company are set out in these annual financial statements.

3. Directors

The directors in office at the date of this report are as follows:

Directors	Designation
Sharon Audley Munyaka (Chairperson)	Non-executive
Elsie Lerato Phelane (Treasurer)	Non-executive
David John Morris	Non-executive
Ridwan Samodien	Non-executive
Thomas Holtz	Non-executive
Komala Pillay (Chief Executive Officer)	Executive
Johanna Jacoba Rautenbach (Company Secretary & Chief Operating Officer)	Executive

4. Events after the reporting period

The directors are not aware of any material event which occurred after the reporting date and up to the date of this report.

5. Going concern

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

5. Going concern (continued)

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

6. Secretary

The company secretary is Johanna Jacoba Rautenbach.

7. Auditors

A2A Kopano Inc. continued in office as auditors for the company for 2026.

8. Property, plant and equipment

There was no change in the nature of the property, plant and equipment of the company or in the policy regarding their use.

At 28 February 2026 the company's investment in property, plant and equipment amounted to R522 242 (2025:R728 749), of which R43 884 (2025: R988 958) was added in the current year through additions. Depreciation for the year amounted to R147 240 (2025: R176 167) and the carrying value of property, plant and equipment disposed of during the year amounted to R103 151 (2025: R197 683).

No impairment loss was recognised during the current financial year as no impairment indicators were present at year end.

9. Investment Property

Citizen Leader Lab is in a long-term partnership with Assmang Khumani Mine to support its Enterprise Socio-Development (EDS) activities. In late 2022 Assmang Khumani Mine provided an Enterprise and Supplier Development (ESD) grant of R1.25 million to Citizen Leader Lab to invest in infrastructure to improve the sustainability of the organisation. After a review of options and discussions with Assmang Khumani Mine, Citizen Leader Lab was given approval to acquire an investment property in order to enhance sustainability of the organisation by earning investment revenue, and reduce operating costs by purchasing an asset that could be used as an office space for meetings and accommodation for travelling staff.

Citizen Leader Lab subsequently researched the property market and acquired a suitable property in Cape Town to achieve these aims. We have purchased a unit within the Black Brick Hotel Group, specifically, Black Brick Foreshore in the Cape Town City Centre, not far from the V&A Waterfront. This purchase is in a prime location with long-term capital growth potential, and in an area that is popular with business visitors and working nomads. The unit is ideal for business travelers and ownership entitles CLL to access all the facilities offered by the Black Brick Hotel Group.

Citizen Leader Lab can also book 10 nights per annum at any of the available Black Brick hotels in the country at a minimal service cost (cleaning surcharge). These 10 nights can be used for travelling staff members and directors and can be booked at any of the Black Brick Hotels including Johannesburg and an upcoming hotel in Durban. On top of these benefits, Citizen Leader Lab will also obtain a monthly income from hotel room bookings.

10. Statement of disclosure to the company's auditors

With respect to each person who is a director on the day that this report is approved:

- there is, so far as the person is aware, no relevant audit information of which the company's auditors are unaware; and
- the person has taken all the steps that he or she ought to have taken as a director to be aware of any relevant audit information and to establish that the company's auditors are aware of that information.

11. Date of authorisation for issue of annual financial statements

The annual financial statements have been authorised for issue by the directors on Friday, 12 June 2026. No authority was given to anyone to amend the annual financial statements after the date of issue.

A2A KOPANO INCORPORATED
CHARTERED ACCOUNTANTS (S.A.)
& REGISTERED AUDITORS

021 551 1930 / 084 561 9272
admin@a2akopanowc.co.za
184 Rosmead Avenue
Kenilworth, Cape Town
7708
P.O. Box 53409
Kenilworth, Cape Town
7745

Independent Auditor's Report

To the Board of Directors of Citizen Leader Lab NPC

Opinion

We have audited the annual financial statements of Citizen Leader Lab NPC (the company) set out on pages 8 to 20, which comprise the statement of financial position as at 28 February 2026, statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and the notes to the annual financial statements, including a summary of significant accounting policies.

In our opinion, the annual financial statements present fairly, in all material respects, the financial position of Citizen Leader Lab NPC as at 28 February 2026, and its financial performance and cash flows for the year then ended in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing. Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Annual Financial Statements section of our report. We are independent of the company in accordance with the Independent Regulatory Board for Auditors' Code of Professional Conduct for Registered Auditors (IRBA Code) and other independence requirements applicable to performing audits of annual financial statements in South Africa. We have fulfilled our other ethical responsibilities in accordance with the IRBA Code and in accordance with other ethical requirements applicable to performing audits in South Africa. The IRBA Code is consistent with the corresponding sections of the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards). We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The directors are responsible for the other information. The other information comprises the information included in the document titled "Citizen Leader Lab NPC annual financial statements for the year ended 28 February 2026", which includes the Directors' Report as required by the Companies Act of South Africa and the supplementary information as set out on pages 21 to 22. The other information does not include the annual financial statements and our auditor's report thereon.

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

In connection with our audit of the annual financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the annual financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Annual Financial Statements

The directors are responsible for the preparation and fair presentation of the annual financial statements in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the requirements of the Companies Act of South Africa, and for such internal control as the directors determine is necessary to enable the preparation of annual financial statements that are free from material misstatement, whether due to fraud or error.

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

Directors Chairman KJ Sithole
Chief Executive Officer HAS Moosa
List of Directors available at the registered office or national website.

Offices in Gauteng, Mpumalanga, Limpopo, Kwa-Zulu Natal, Eastern Cape, Western Cape and North West

Website www.a2akopano.co.za

Independent Auditor's Report

Auditor's Responsibilities for the Audit of the Annual Financial Statements

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

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

- Identify and assess the risks of material misstatement of the annual financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the annual financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the annual financial statements, including the disclosures, and whether the annual financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

A2A Kopano Inc

A2A Kopano Inc.
Moegamat Stenekamp
Director
Chartered Accountants (S.A.)
Registered Auditor

12 June 2026

184 Rosmead Avenue
Kenilworth
Cape Town
7708

Statement of Financial Position as at 28 February 2026

Figures in Rand	Note(s)	2026	2025
Assets			
Non-Current Assets			
Property, plant and equipment	2	522 242	728 749
Investment property on the cost model	3	1 363 617	1 363 617
		1 885 859	**2 092 366**
Current Assets			
Inventories	4	73 188	85 368
Trade and other receivables	5	3 149 090	2 263 933
Cash and cash equivalents	6	5 294 587	6 334 468
		8 516 865	**8 683 769**
Total Assets		**10 402 724**	**10 776 135**
Equity and Liabilities			
Equity			
Citizen Leader Lab Future Fund		2 502 300	1 935 500
Accumulated Surplus		2 379 089	1 750 610
		4 881 389	**3 686 110**
Liabilities			
Current Liabilities			
Trade and other payables	7	5 521 335	7 090 025
Total Liabilities		**5 521 335**	**7 090 025**
Total Equity and Liabilities		**10 402 724**	**10 776 135**

Statement of Comprehensive Income

Figures in Rand	Note(s)	2026	2025
Revenue	8	27 988 846	24 660 270
Other income	9	280 379	514 889
Operating expenses	10	(27 619 971)	(24 424 884)
Operating surplus		**649 254**	**750 275**
Investment revenue	11	546 025	651 068
Surplus before taxation		**1 195 279**	**1 401 343**
Taxation	15	-	-
Surplus for the year		**1 195 279**	**1 401 343**
Other comprehensive income		-	-
Total comprehensive surplus for the year		**1 195 279**	**1 401 343**

Statement of Changes in Equity

Figures in Rand	Citizen Leader Lab Future Fund	Accumulated Surplus	Total equity
Balance at 01 March 2024	**1 415 500**	**869 267**	**2 284 767**
Surplus for the year	-	1 401 343	1 401 343
Other comprehensive income	-	-	-
Total comprehensive surplus for the year	**-**	**1 401 343**	**1 401 343**
Transfer between reserves	520 000	(520 000)	-
Total changes	**520 000**	**(520 000)**	**-**
Balance at 01 March 2025	**1 935 500**	**1 750 610**	**3 686 110**
Surplus for the year	-	1 195 279	1 195 279
Other comprehensive income	-	-	-
Total comprehensive surplus for the year	**-**	**1 195 279**	**1 195 279**
Transfer between reserves	566 800	(566 800)	-
Total changes	**566 800**	**(566 800)**	**-**
Balance at 28 February 2026	**2 502 300**	**2 379 089**	**4 881 389**

Statement of Cash Flows

Figures in Rand	Note(s)	2026	2025
Cash flows from operating activities			
Cash receipts from customers		27 384 068	25 306 258
Cash paid to suppliers and employees		(28 958 090)	(23 686 547)
Cash (used in) generated from operations	16	(1 574 022)	1 619 711
Interest income		546 025	651 068
Net cash from operating activities		**(1 027 997)**	**2 270 779**
Cash flows from investing activities			
Purchase of property, plant and equipment	2	(43 884)	(988 958)
Proceeds from sale of property, plant and equipment	2	32 000	88 250
Purchase of investment property on the cost model	3	-	(1 363 617)
Net cash from investing activities		**(11 884)**	**(2 264 325)**
Total cash movement for the year		**(1 039 881)**	**6 454**
Cash and cash equivalents at the beginning of the year		6 334 468	6 328 014
Total cash at end of the year	6	**5 294 587**	**6 334 468**

Accounting Policies

1. Basis of preparation and summary of significant accounting policies

The annual financial statements have been prepared on a going concern basis in accordance with the International Financial Reporting Standard for Small and Medium-sized Entities and the Companies Act of South Africa. The annual financial statements have been prepared on the historical cost basis, except for biological assets at fair value less point of sale costs, and incorporate the principal accounting policies set out below. They are presented in South African Rands.

These accounting policies are consistent with the previous period.

1.1 Investment property

Investment property is land and buildings held to earn rentals or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes; or for sale in the ordinary course of business.

Investment property is initially measured at cost and subsequently at fair value with changes in fair value recognised in profit or loss. If the fair value of investment property cannot be measured reliably without undue cost or effort, then it is measured at cost less accumulated depreciation and accumulated impairment.

The cost of investment property comprises its purchase price and any directly attributable costs incurred to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

Costs include costs incurred initially to acquire or construct an investment property and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of investment property, the carrying amount of the replaced item is derecognised.

1.2 Property, plant and equipment

Property, plant and equipment are tangible assets which the company holds for its own use or for rental to others and which are expected to be used for more than one period.

Property, plant and equipment is initially measured at cost.

Cost includes costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Expenditure incurred subsequently for major services, additions to or replacements of parts of property, plant and equipment are capitalised if it is probable that future economic benefits associated with the expenditure will flow to the company and the cost can be measured reliably. Day to day servicing costs are included in profit or loss in the period in which they are incurred.

Property, plant and equipment is subsequently stated at cost less accumulated depreciation and any accumulated impairment losses, except for land which is stated at cost less any accumulated impairment losses.

Depreciation of an asset commences when the asset is available for use as intended by management. Depreciation is charged to write off the asset's carrying amount over its estimated useful life to its estimated residual value, using a method that best reflects the pattern in which the asset's economic benefits are consumed by the company.

The useful lives of items of property, plant and equipment have been assessed as follows:

Item	Depreciation method	Average useful life
Furniture and fixtures	Straight line	5 years
Office equipment	Straight line	5 years
IT equipment	Straight line	5 years

Where major components of an item of property, plant and equipment have significantly different patterns of consumption of economic benefits, the cost of the asset is allocated to the components and they are depreciated separately over each component's useful life.

When indicators are present that the useful lives and residual values of items of property, plant and equipment have changed since the most recent annual reporting date, they are reassessed. Any changes are accounted for prospectively as a change in accounting estimate.

Accounting Policies

1.2 Property, plant and equipment (continued)

Impairment tests are performed on property, plant and equipment when there is an indicator that they may be impaired. When the carrying amount of an item of property, plant and equipment is assessed to be higher than the estimated recoverable amount, an impairment loss is recognised immediately in profit or loss to bring the carrying amount in line with the recoverable amount.

An item of property, plant and equipment is derecognised upon disposal or when no future economic benefits are expected from its continued use or disposal. Any gain or loss arising from the derecognition of an item of property, plant and equipment, determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item, is included in profit or loss when the item is derecognised.

1.3 Financial instruments

Initial measurement

Financial instruments are initially measured at the transaction price (including transaction costs except in the initial measurement of financial assets and liabilities that are measured at fair value through profit or loss) unless the arrangement constitutes, in effect, a financing transaction in which case it is measured at the present value of the future payments discounted at a market rate of interest for a similar debt instrument.

Financial instruments at amortised cost

These include loans, trade receivables and trade payables. The debt instruments which meet the criteria in section 11.8(b) of the standard, are subsequently measured at amortised cost using the effective interest method. Debt instruments which are classified as current assets or current liabilities are measured at the undiscounted amount of the cash expected to be received or paid, unless the arrangement effectively constitutes a financing transaction.

Where invoices have been issued and the related services have not yet been fully provided by the company, the undiscounted amount of the cash expected to be received is reduced by the revenue not recognised. For further information on the revenue recognition policy refer to accounting policy 1.8.

At each reporting date, the carrying amounts of assets held in this category are reviewed to determine whether there is any objective evidence of impairment. If there is objective evidence, the recoverable amount is estimated and compared with the carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

Financial instruments at cost

Equity instruments that are not publicly traded and whose fair value cannot otherwise be measured reliably without undue cost or effort are measured at cost less impairment.

Financial instruments at fair value

All other financial instruments, including equity instruments that are publicly traded or whose fair value can otherwise be measured reliably, without undue cost or effort, are measured at fair value through profit or loss.

If a reliable measure of fair value is no longer available without undue cost or effort, then the fair value at the last date that such a reliable measure was available is treated as the cost of the instrument. The instrument is then measured at cost less impairment until management are able to measure fair value without undue cost or effort.

1.4 Tax

Non provision of tax

No provision has been made for tax as the company is exempt for tax in terms of section 10(1)(cN) of the Income Tax Act.

1.5 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership to the lessee. All other leases are operating leases.

Accounting Policies

1.5 Leases (continued)

Operating leases - lessor

Operating lease income is recognised as an income on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the receipt of payments is not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Operating leases – lessee

Operating lease payments are recognised as an expense on a straight-line basis over the lease term unless:

- another systematic basis is representative of the time pattern of the benefit from the leased asset, even if the payments are not on that basis, or
- the payments are structured to increase in line with expected general inflation (based on published indexes or statistics) to compensate for the lessor's expected inflationary cost increases.

Any contingent rents are expensed in the period they are incurred.

1.6 Inventories

Inventories are measured at the lower of cost and estimated selling price less costs to complete and sell, on the first-in, first-out (FIFO) basis.

1.7 Impairment of assets

The company assesses at each reporting date whether there is any indication that property, plant and equipment may be impaired.

If there is any such indication, the recoverable amount of any affected asset (or group of related assets) is estimated and compared with its carrying amount. If the estimated recoverable amount is lower, the carrying amount is reduced to its estimated recoverable amount, and an impairment loss is recognised immediately in profit or loss.

If an impairment loss subsequently reverses, the carrying amount of the asset (or group of related assets) is increased to the revised estimate of its recoverable amount, but not in excess of the amount that would have been determined had no impairment loss been recognised for the asset (or group of assets) in prior years. A reversal of impairment is recognised immediately in profit or loss.

Accounting Policies

1.8 Revenue

Revenue is recognised to the extent that the company has transferred the significant risks and rewards of ownership of goods to the buyer, or has rendered services under an agreement provided the amount of revenue can be measured reliably and it is probable that economic benefits associated with the transaction will flow to the company. Revenue is measured at the fair value of the consideration received or receivable, excluding sales taxes and discounts.

The company’s revenue is generated through the sale of partnerships on the Citizen Leader Lab programmes. Each partnership forms part of a leadership circle which typically lasts for a period of 13 months.

Revenue is recognised for each Citizen Leader Lab partnership's direct costs based on the percentage of programme delivered at each reporting date.

Management have estimated the percentage delivered of each partnership as follows:

· Two month prior to circle starting:	33% incremental delivered; 33% cumulative delivered
· One month prior to circle starting:	18% incremental delivered; 51% cumulative delivered
· Month 1:	6% incremental delivered; 57% cumulative delivered
· Month 2:	3% incremental delivered; 60% cumulative delivered
· Month 3:	11% incremental delivered; 71% cumulative delivered
· Month 4:	3% incremental delivered; 74% cumulative delivered
· Month 5:	3% incremental delivered; 77% cumulative delivered
· Month 6:	6% incremental delivered; 83% cumulative delivered
· Month 7:	3% incremental delivered; 86% cumulative delivered
· Month 8:	3% incremental delivered; 89% cumulative delivered
· Month 9:	2% incremental delivered; 91% cumulative delivered
· Month 10:	2% incremental delivered; 93% cumulative delivered
· Month 11:	2% incremental delivered; 95% cumulative delivered
· Month 12:	3% incremental delivered; 98% cumulative delivered
· Month 13:	2% incremental delivered; 100% cumulative delivered

Amounts received prior to the recognition of revenue based on the percentage delivered are deferred as income received in advance presented in note 7.

The recognition of revenue for the Citizen Leader Lab partnerships is a key accounting judgement. A different estimated percentage delivered would impact the measurement of the income received in advance disclosed in note 7.

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

Donations are recognised as revenue once the company has complied with the substantive terms and conditions of the donation.

Other income consists of rental income and ad hoc donations. Revenue consists of programme funding and grants.

1.9 Employee benefits

Short-term employee benefits

The cost of short-term employee benefits, (those payable within 12 months after the service is rendered, such as leave pay and sick leave, bonuses, and non-monetary benefits such as medical care), are recognised in the period in which the service is rendered and are not discounted.

1.10 Borrowing costs

Borrowing costs are recognised as an expense in the period in which they are incurred.

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

2. Property, plant and equipment

	2026			2025		
	Cost	**Accumulated depreciation**	**Carrying value**	**Cost**	**Accumulated depreciation**	**Carrying value**
Furniture and fixtures	16 836	(1 528)	15 308	-	-	-
Office equipment	27 048	(120)	26 928	-	-	-
IT equipment	789 136	(309 130)	480 006	927 130	(198 381)	728 749
Total	**833 020**	**(310 778)**	**522 242**	**927 130**	**(198 381)**	**728 749**

Reconciliation of property, plant and equipment - 2026

	Furniture and fixtures	**Office equipment**	**IT equipment**	**Total**
Cost	16 836	27 048	789 136	833 020
Accumulated depreciation	(1 528)	(120)	(309 130)	(310 778)
Net book value at 28 February 2026	**15 308**	**26 928**	**480 006**	**522 242**
Net book value at beginning of year	**-**	**-**	**728 749**	**728 749**
Additions	16 836	27 048	-	43 884
Disposals and scrapping's - cost	-	-	(137 994)	(137 994)
Disposals and scrapping - accumulated depreciation	-	-	34 843	34 843
Depreciation	(1 528)	(120)	(145 592)	(147 240)
Net book value at end of year	**15 308**	**26 928**	**480 006**	**522 242**

Reconciliation of property, plant and equipment - 2025

	Furniture and fixtures	**IT equipment**	**Total**
Cost	-	927 130	927 130
Accumulated depreciation	-	(198 381)	(198 381)
Net book value at 28 February 2025	**-**	**728 749**	**728 749**
Net book value at beginning of year	**9 116**	**104 525**	**728 749**
Additions	-	988 958	988 958
Disposals and scrapping's - cost	(51 558)	(485 466)	(537 024)
Disposals and scrapping - accumulated depreciation	42 772	296 569	339 341
Depreciation	(330)	(175 837)	(176 167)
Net book value at end of year	**-**	**728 749**	**728 749**

3. Investment property on the cost model

	2026			2025		
	Cost	**Accumulated depreciation and impairment**	**Carrying value**	**Cost**	**Accumulated depreciation and impairment**	**Carrying value**
Investment property	1 363 617	-	1 363 617	1 363 617	-	1 363 617

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

3. Investment property on the cost model (continued)

Reconciliation of investment property on the cost model - 2026

	Opening balance	Closing balance
Investment property	1 363 617	1 363 617

Details of property

A unit within the Black Brick Hotel Group, Black Brick Foreshore in the Cape Town City Centre.

	2026	2025
- Purchase price: 19 March 2024	1 363 617	1 363 617

4. Inventories

	2026	2025
Course books on hand	73 188	85 368

5. Trade and other receivables

	2026	2025
Trade receivables - undiscounted invoice amounts	3 127 984	2 263 933
Operating lease receivables	21 106	-
	3 149 090	**2 263 933**

Exposure to credit risk

Trade receivables inherently expose the company to credit risk, being the risk that the company will incur financial loss if customers fail to make payments as they fall due.

A loss allowance is recognised for all trade receivables and is monitored at the end of each reporting period. In addition to the loss allowance, trade receivables are written off when there is no reasonable expectation of recovery, for example, when a debtor has been placed under liquidation. Trade receivables which have been written off are not subject to enforcement activities.

	2026 Gross carrying amount	2026 Loss Allowance	2025 Gross carrying amount	2025 Loss Allowance
Not past due	1 949 000	-	2 254 200	-
Less than 30 days past due	1 175 584	-	-	-
31 to 60 days past due	-	-	-	-
61 to 90 days past due	-	-	140 333	(132 000)
91 to 120 days past due	-	-	-	-
120+ days past due	34 300	(30 900)	315 400	(314 000)
	3 158 884	**(30 900)**	**2 709 933**	**(446 000)**

6. Cash and cash equivalents

Cash and cash equivalents consist of:

	2026	2025
Cash on hand	3 000	2 000
Bank balances	5 291 587	6 332 468
	5 294 587	**6 334 468**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

7. Trade and other payables

Trade payables	25 882	28 752
Amounts received in advance	5 495 453	7 061 273
	5 521 335	**7 090 025**

8. Revenue

Citizen Leader Lab programmes	27 249 190	23 355 174
Community Building Workshops	-	6 250
Donations received	205 571	1 274 440
School Leadership Forum events	534 085	24 406
	27 988 846	**24 660 270**

9. Other income

Rental income - Investment Property	111 024	84 762
Sphere Holdings Donation	169 355	409 338
Insurance income	-	20 789
	280 379	**514 889**

10. Operating expenses

Operating expenses include the following expenses:

Operating lease charges		
Premises		
• Contractual amounts	113 220	-
Lease rentals on operating lease - Other		
• Contractual amounts	59 472	46 959
	172 692	**46 959**

Loss on sale of assets	38 262	109 433
Depreciation	147 240	176 167
Employee costs	11 403 325	10 681 400

11. Investment revenue

Interest revenue		
Bank	546 025	651 068

12. Auditor's remuneration

Fees	87 097	79 541

13. Employee cost

Employee costs		
Basic salaries and bonuses	11 239 296	10 466 023
Discretionary bonuses	-	68 058
UIF	49 884	47 767
SDL	114 145	99 552
	11 403 325	**10 681 400**

Notes to the Annual Financial Statements

Figures in Rand	2026	2025

14. Depreciation, amortisation and impairments

The following items are included within depreciation:

Depreciation		
Property, plant and equipment	147 240	176 167

15. Taxation

Non provision of tax

No provision has been made for 2026 tax as the company has no taxable income. The company is exempt for tax in terms of section 10(1)(cN) of the Income Tax Act.

16. Cash (used in) generated from operations

	2026	2025
Net surplus (deficit) before taxation	1 195 279	1 401 343
Adjustments for:		
Depreciation	147 240	176 167
Loss on disposal of assets	38 262	109 433
Prizegiving	32 889	-
Investment income	(546 025)	(651 068)
Changes in working capital:		
(Increase) decrease in inventories	12 180	14 231
(Increase) decrease in trade and other receivables	(885 157)	131 099
Increase (decrease) in trade and other payables	(1 568 690)	438 506
	(1 574 022)	**1 619 711**

17. Categories of financial instruments

Financial assets at amortised cost

	2026	2025
Cash and cash equivalents	5 294 587	6 334 468
Trade and other receivables	3 149 090	2 263 933
	8 443 677	**8 598 401**

Financial liabilities at amortised cost

	2026	2025
Trade and other payables	25 882	28 754

18. Related parties

Relationships

Members of key management	Komala Pillay Johanna Jacoba Rautenbach

Compensation paid to key management

	2026	2025
Short-term employee benefits	2 294 225	2 250 525

Notes to the Annual Financial Statements

19. Directors' and prescribed officer's remuneration

No emoluments were paid to other non-executive board directors during the current year.

Executive

2026

Directors' emoluments	Basic salary	Total
Services as director or prescribed officer		
Ridwan Samodien	338 688	338 688
Komala Pillay (Chief Executive Officer)	1 190 700	1 190 700
Johanna Jacoba Rautenbach (Company Secretary & Chief Operating Officer)	1 103 525	1 103 525
	2 632 913	**2 632 913**

2025

Directors' emoluments	Basic salary	Total
Services as director or prescribed officer		
Ridwan Samodien	332 237	332 237
Komala Pillay (Chief Executive Officer)	1 168 020	1 168 020
Johanna Jacoba Rautenbach (Company Secretary & Chief Operating Officer)	1 082 505	1 082 505
	2 582 762	**2 582 762**

20. Going concern

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

The directors believe that the company has adequate financial resources to continue in operation for the foreseeable future and accordingly the annual financial statements have been prepared on a going concern basis. The directors have satisfied themselves that the company is in a sound financial position and that it has access to sufficient borrowing facilities to meet its foreseeable cash requirements. The directors are not aware of any new material changes that may adversely impact the company. The directors are also not aware of any material non-compliance with statutory or regulatory requirements or of any pending changes to legislation which may affect the company.

Detailed Income Statement

Figures in Rand	Note(s)	2026	2025
Revenue			
Citizen Leader Lab programmes		27 249 190	23 355 174
School Leadership Forum events		534 085	24 406
Community Building Workshops		-	6 250
Donations received		205 571	1 274 440
	8	**27 988 846**	**24 660 270**
Cost of sales		**-**	**-**
Other income			
Rental income - Investment Property		111 024	84 762
Sphere Holdings commitment		169 355	409 338
Insurance income		-	20 789
		280 379	**514 889**
Expenses (Refer to page 22)		**(27 619 971)**	**(24 424 884)**
Operating surplus		**649 254**	**750 275**
Investment income	11	546 025	651 068
Surplus for the year		**1 195 279**	**1 401 343**

Detailed Income Statement

Figures in Rand	Note(s)	2026	2025
Operating expenses			
Accounting fees		(77 539)	(87 394)
Advertising		(107 090)	(74 514)
Auditors remuneration	12	(87 097)	(79 541)
Bad debts		415 100	(374 853)
Bank charges		(14 273)	(16 174)
Board administration fees		(87 624)	(51 848)
Citizen Leader Lab programme costs		(11 406 062)	(7 779 447)
Computer expenses		(654 654)	(569 549)
Consulting and professional fees		(1 482 582)	(2 070 906)
Delivery expenses		(22 251)	(16 833)
Depreciation		(147 240)	(176 167)
Employee costs		(11 403 325)	(10 681 400)
Execs back to school		-	(271 384)
Insurance		(43 969)	(42 681)
Lease rentals on operating lease		(172 692)	(46 959)
Levies		(32 308)	(34 382)
Loss on disposal of assets		(38 262)	(109 433)
Marketing and communication		(200 953)	(184 317)
Printing and stationery		(75 354)	(66 481)
Prizegiving		(32 889)	-
Provision for doubtful debts		-	(164 400)
Recruitment fees		(807 453)	(808 252)
School leadership forum		(196 752)	(253 318)
Secretarial fees		(6 080)	-
Staff welfare		(171 109)	(91 602)
Stakeholder engagement costs		-	(167 589)
Telephone		(137 382)	(43 233)
Travel and accomodation - local		(613 288)	(162 227)
Workman's compensation contributions		(16 843)	-
		(27 619 971)	**(24 424 884)**