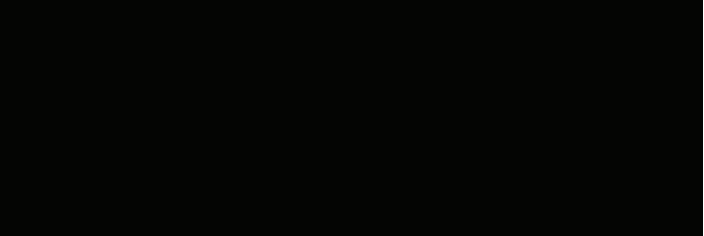


MAFUBE

FRESH

Business Profile





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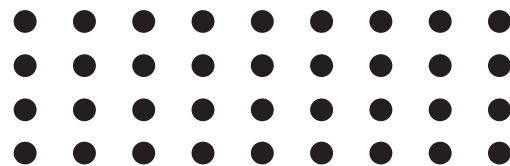
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MAFUBE FRESH AT A GLANCE

Where we stand today

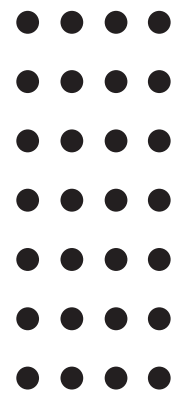
Since its inception in **2019**, Mafube Fresh has grown into a **trusted** supplier of **premium** South-African fruit to **Woolworths Foods**, building an aggregation network of **28 independently** owned commercial farms that keeps the shelves **stocked** across **multiple seasons**.

That reach now extends **beyond South Africa** to Woolworths stores in Lesotho, Botswana, Namibia, Eswatini, Mozambique, and Zimbabwe, ensuring a **consistent quality** standard throughout the region.

The company is **black-female majority** owned and led by founder **Emmaculate Malashe**, and its commitment to inclusive outlook is demonstrated by its **female-led management team** and a supplier network that deliberately **prioritises women-** and **youth-run** farms.

Guided by **rigorous** supplier vetting, **fast** cold-chain turnarounds, and **fair-trade pricing**, Mafube Fresh continues to prove that **world-class** produce and broad-based **prosperity** can grow side by side.

HOW WE WORK



MISSION

To supply every customer with the freshest, highest-quality produce.

For Mafube Fresh, freshness is a working standard, not a slogan. From varietal selection in the orchard to temperature control in transit, every step is governed by one test: will this arrive on the shelf at its peak?

That discipline keeps customers, shoppers—and our farming partners—at the centre of every decision.

VISION

To build a scaled, significant business that leads as a model of excellence, growth, and equity in the food industry, in South Africa and beyond.

We believe premium quality and broad-based opportunity can grow together. Over the next five years we will:

- ③ Increase the share of smallholder farmers in our supplier base, prioritising women- and youth-led operations.
- ③ Broaden our product basket and explore African export markets for our main fruit categories.
- ③ Invest in processing and logistics assets that strengthen quality assurance and open new value streams.

These goals guide our capital priorities and shape the IDH smallholder programme now under way, ensuring that every advance in scale also advances inclusivity.

This purpose framework provides the strategic north star that guides our operational KPIs, partnership criteria, and future acquisitions. It reminds every team member—whether on a farm in Limpopo or at the packhouse in Wellington—why their work matters beyond the next delivery note.

“Freshness is a daily sunrise—you only get it right if you show up early, work with nature, and finish before the demands of the day.”

Emmaculate Malashe, MD

OUR CORE VALUES — PRINCIPLES IN ACTION



INTEGRITY

We honour every commitment we make. All growers in the Mafube Fresh network agree to strict food-safety and ethical-labour standards, and our team conducts regular farm and pack-house inspections to ensure those standards are met without compromise.



FAIR-TRADE

We believe business should benefit everyone in the value chain. Pricing is negotiated with an eye to living-income benchmarks, and we prioritise prompt, transparent payments so that even the smallest grower can reinvest with confidence.



ACCOUNTABILITY

“From soil to shelf—quality never compromised” guides our daily work. We track delivery accuracy, temperature control, and product appearance on every load, investigate any deviation, and share findings with growers and retail partners.

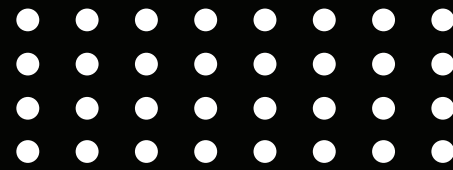


PARTNERSHIP

Long-term success depends on collaboration. We work side-by-side with suppliers, logistics providers, and development organisations to match planting plans with market demand and to keep quality high from orchard to retail shelf.



OUR STORY & KEY MILESTONES



OVERVIEW :

Mafube Fresh traces its roots to 1998, when its predecessor Eurafruit (Pty) Ltd secured a first supply contract with Woolworths Foods. For more than two decades that relationship has set the benchmark for the disciplined sourcing and cold-chain practices we still follow today.

A major transition came in 2019, when Emmaculate Malashe acquired a shareholding in Eurafruit after its berry division was integrated into BerryWorld South Africa. The company was rebranded Mafube Fresh—a Sesotho phrase meaning “New Dawn”—signalling renewed focus on inclusive growth and premium quality.

By 2021 Emmaculate had become the majority shareholder, positioning Mafube Fresh as a leading black-female-owned produce aggregator in South Africa. Under her leadership the supplier base broadened, and stronger support structures for smallholder growers were introduced.

Today the business coordinates output from 28 commercial farms located in several micro-climates, guaranteeing continuity of supply for Woolworths stores in South Africa as well as Lesotho, Botswana, Namibia, Eswatini, Mozambique, and Zimbabwe.

Looking ahead, Mafube Fresh will pursue the priorities set out in its five-year plan: expanding the product basket, adding processing capacity, and exploring new African export channels.



HOW OUR OPERATING MODEL WORKS

AGGREGATION THAT KEEPS PRODUCE MOVING

Mafube Fresh follows an aggregation model: we coordinate the harvest of 28 independently owned commercial farms, then prepare, store, and dispatch fruit in line with customer requirements.

1 Procurement

- a. Farms in several micro-climates supply seasonal crops such as cherries, figs, guavas, litchis and passion fruits.
- b. Volume plans are agreed in advance and aligned with customer demand forecasts.

2 Receiving & Sorting

Fruit is delivered to pack-houses, where it is checked for size, colour, and general quality before entering the cold chain.

3 Storage & Ripening

Temperature-controlled rooms allow us to manage inventory and finish ripening as needed while maintaining product integrity.

4 Packaging & Labelling

Fruit is packed and labelled to customers specifications—ensuring consistency on shelf— before loads are consolidated for dispatch.

5 Distribution

Shipments are loaded, transported to customers distribution centres, off-loaded, and reconsolidated for store delivery, completing a deliberately short supply chain.



WHY IT WORKS

- 🌀 **Scalable without heavy capex:** Supply chain partnerships enable us to achieve large-estate efficiency while staying asset-light.
- 🌀 **Resilient:** Multi-region sourcing cushions weather-related disruptions, helping customers avoid out-of-stock gaps.
- 🌀 **Quality-driven:** Tight coordination across receiving, storage, and dispatch preserves freshness and supports the high standards.

The result is a seamless, high-performance supply engine that links diverse farms to discerning consumers—reinforcing Mafube Fresh’s promise of premium produce delivered reliably.

OUR PRODUCT BASKET

Six High-Value Fruits, One Consistent Standard.

Mafube Fresh focuses on a tightly curated range of fruits that deliver premium flavour, distinctive shelf appeal, and reliable demand in the Woolworths fresh-produce aisle. Each crop is sourced from growers who carry GLOBALG.A.P and Siza certifications, ensuring traceable, ethically produced fruit that meets customer specifications.

To the right is an overview of the portfolio, including typical South African harvest windows; exact dates may shift slightly with region and rainfall, but the calendar illustrates how our multi-province network keeps the shelves stocked all year.

Cherries:

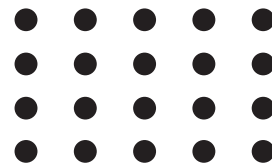
Season: October – December

Why we grow them: Cherries anchor customers luxury gifting range; colour and firmness standards are non-negotiable, making our 24-hour cold-chain critical.

Figs:

Season: January – April

Why we grow them: Fresh figs align with customers “naturally indulgent” positioning. Our growers use shade-net infrastructure to minimise skin splitting and insect pressure.



Guavas:

Season: May – October

Why we grow them: Guavas offer extended availability and underpin Mafube’s emerging freeze-dry diversification strategy. Recent varietal trials focus on pink-flesh cultivars with higher antioxidant scores.

Litchis:

Season: November – January

Why we grow them: A festive-season hero SKU that consistently sells out when supply is pristine. Orchards in Limpopo and Mpumalanga provide staggered flowering, smoothing weekly volumes.

Passion Fruit:

Season: Peak February – June, lighter flush September – November

Why we grow them: Dual peaks complement the shoulders of our fig and guava timelines, giving Woolworths a vibrant exotica option almost year-round.

● Primary Harvest ○ Lighter Flush

MONTH	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP
CHERRIES		●	●									
LITCHIS		●	●	●								
FIGS				●	●	●	●	●				
GUAVAS					●	●	●	●	●	●	●	●
GRANADILLAS					●	●	●	●	○	○		○

By aligning a focused fruit basket with rigorous certification and a staggered harvest calendar, Mafube Fresh delivers continuous category strength for Woolworths while giving our growers dependable, premium outlets for their crops.

SUPPLY-CHAIN & QUALITY-ASSURANCE STRENGTH



Mafube Fresh's operating promise is straightforward: get fruit from farm gate to customers distribution centres quickly, safely, and in peak condition. Every element of our process—farm selection, cold handling, logistics, and documentation—serves that goal and protects the eating quality behind the Mafube Fresh name.

Short, Integrated Cold Chain

Our website highlights a “short supply chain,” and that focus on speed is woven into daily practice. Fruit is pre-cooled on farm, transferred in refrigerated trucks, and delivered to packing or consolidation points the same day, limiting temperature fluctuation and helping Woolworths keep in-store waste low.

Rigorous Farm Selection

Mafube Fresh sources from farms located in different regions and seasons. Growers are chosen for product quality, ethical labour, and environmental stewardship—criteria that mirror Woolworths' Farming for the Future requirements. Ongoing field visits and spot checks ensure these standards are maintained.

Continuous Quality Control

The operating model, outlined in Mafube's recent business presentation, covers receiving, sorting, packing, ripening, storing, and labelling. Each stage records basic traceability details—farm origin, harvest date, variety, and storage history—so that issues can be identified and addressed quickly.

Alignment with Retailer Specifications

Packing partners follow suppliers specifications for carton design, label placement, weight, and count. Mafube's technical staff monitor pack-line performance and work with growers and pack-houses to correct any deviations from grade or appearance standards.

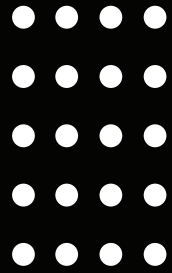
Why it matters:

- 🌀 Retailers receive fruit that meets strict presentation and freshness targets, supporting shelf life and shopper satisfaction.
- 🌀 Growers gain reliable market access and clear quality expectations.
- 🌀 Investors & Lenders see disciplined supply-chain controls that underpin revenue stability and future growth plans.

By pairing fast logistics with careful supplier management, Mafube Fresh upholds its commitment to deliver premium produce—every day, every load.

MARKET FOOTPRINT

Where Mafube Fresh Delivers Value Today and Tomorrow



For more than two decades, Mafube Fresh has channelled South African-grown fruit into Woolworths Foods stores across seven regional markets:

- 🌀 South Africa (nationwide DC coverage)
- 🌀 Lesotho
- 🌀 Botswana
- 🌀 Namibia
- 🌀 Eswatini
- 🌀 Mozambique
- 🌀 Zimbabwe

While the Woolworths channel remains our anchor, Mafube Fresh is actively researching future export pathways in line with the growth priorities outlined in our five-year plan. Preliminary market assessments focus on:

- 1** Additional African destinations that value South Africa's counter-seasonal fruit.
- 2** High-quality international retail segments, for which we are reviewing compliance requirements (GLOBALG.A.P extensions, phytosanitary protocols, and retailer-specific audits).

These studies are exploratory at this stage; no export and local market contracts have been finalised. We will continue to share findings—logistics feasibility, tariff implications, and volume projections—with stakeholders as the data matures.

In short: Mafube Fresh already delivers a freshness standard to consumers in seven Southern African countries. Our next horizon is strategic, carefully sequenced export growth that preserves product integrity, safeguards existing supply commitments, and amplifies value for both growers and retail partners.



COMPETITIVE LANDSCAPE

Why Mafube's Aggregator Model Stands Out



Mafube Fresh fills that gap. By consolidating output from our network of certified farms spread across multiple micro-climates, we create the scale retailers need without sidelining the smaller, often family-run orchards that bring diversity and flavour to the produce aisle.

South Africa's fresh-produce arena is characterised by two extremes:

- 1** Large commercial estates with the capital to meet retailer protocols but limited incentive to champion smaller, niche crops or emerging growers.
- 2** Fragmented smallholder farms that excel in specialty fruit yet struggle to reach premium shelves because they lack volume, compliance certifications, and year-round continuity.

Retail buyers consistently place three demands at the centre of their category strategies:

- Compliance with rigorous food-safety and ethical-sourcing standards.
- Continuity of supply across changing seasons and weather shocks.
- Quality that protects their brand promise and minimises in-store waste.

Most players can deliver one or two of these requirements; very few deliver all three simultaneously.

Our aggregation model does four things the market finds hard to replicate:

- Turns small batches into retailer-friendly volumes without demanding growers expand beyond their means.
- Spreads climatic risk: if a hailstorm hits one region, supply from another keeps Woolworths' shelves full.
- Streamlines compliance: Mafube's technical team mentors each farm through food safety and ethical farming certification, ensuring retailer standards are met consistently.

- Protects quality through a short supply chain, moving fruit quickly from orchard to distribution centre, preserving taste and shelf life.

As a result, Mafube Fresh is uniquely positioned to satisfy the full CCQ checklist—Compliance, Continuity, and Quality—while championing inclusive growth in an industry where smaller growers too often remain on the margins.

UNIQUE ADVANTAGES

Why Buyers and Growers Choose Mafube Fresh



MULTI-SEASON CONTINUITY FOR SEASONAL FRUIT

Because our farms sit in different micro-climates, the same crop can be sourced over an extended window. This approach keeps items such as figs, litchis, and guavas available when single-region programmes would otherwise run short.



AGGREGATION NETWORK BUILT FOR SCALE

A platform of independently owned farms allows Mafube Fresh to combine smaller crop lots into retailer-ready volumes without forcing growers to expand beyond their means. Mafube coordinates planting schedules, compliance checks, and logistics so customers receive one seamless delivery—and growers retain autonomy.



ETHICAL AND TRANSPARENT PRACTICES

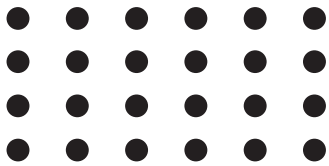
Integrity and Fair-Trade principles—highlighted in Mafube's core-values statement—undergird each grower contract. Support for food safety and ethical farming certification and prompt, clear payment terms ensure benefits are shared across the value chain.

Taken together, these strengths create a differentiated proposition: a quality-driven, inclusively owned supply engine trusted by South Africa's leading premium retailer.



INCLUSIVE GROWTH IMPACT

Extending Opportunity Across Our Farm Network



Mafube Fresh links business growth to farmer prosperity. Partnering with the IDH Sustainable Trade Initiative, we run a multi-year programme designed to improve yields, strengthen compliance, widen market access, and create jobs—especially for women and youth—across our supply base.

PROGRAMME PILLAR	MAIN ACTIVITIES	INTENDED RESULT
SUSTAINABLE AGRICULTURAL PRACTICE & COMPLIANCE SUPPORT	Adopt resilient and climate adaptive farming practice.	Higher yields and consistent, retailer-ready quality.
ACCESS TO CAPITAL & INFRASTRUCTURE	Facilitation of production loans and grants for items such as irrigation, inputs & transport.	Reduced weather risk and improved productivity and economic growth.
MARKET INTEGRATION	Long-term offtake agreements with Mafube Fresh and committed programs.	Stable cash flow and confidence to reinvest.
JOB/ EMPLOYMENT OPPORTUNITIES	Recruitment and skills transfer focused on young people, with a strong emphasis on women.	2 000 new jobs over the life of the programme.
FOOD SAFETY COMPLIANCE	On-farm coaching towards food safety certification.	Enhanced market readiness.

2025 IDH SMALLHOLDER INITIATIVE

Catalysing Local Growth



In early 2025 Mafube Fresh launched a new initiative, in partnership with the IDH Sustainable Trade Initiative, aimed at turning hyper-local vegetable supply into a commercially viable, community-uplifting model. The pilot links vegetable growers in the Western Cape and Free State—already known for beetroot, green beans, spinach, lettuce, pumpkin, butternuts, broccoli, cauliflower and more—into a single, professionally managed value chain.

Mafube provides training and coaching on good agricultural practices, extension services, food safety compliance, financial support, and coordinated logistics so these farmers can meet formal-market specs without losing the neighbourhood feel that anchors their customer base

The project tracks three impact areas:

- 1** Higher, more stable farmer income through fair pricing, guaranteed offtake, and yield-boosting technical support (target $\pm$ 25 % uplift).
- 2** Job creation—especially for young women (target 2 000 on- and off-farm roles as the network scales).
- 3** Resource efficiency, with water-smart irrigation and tighter post-harvest handling to cut waste.

By combining the existing commercial farming aggregation expertise with IDH funding and an expanding roster of retailer and hospitality buyers, Mafube Fresh is proving that local sourcing can scale. Focusing on delivering fresher produce to market, stronger margins to growers, and creating meaningful work inside their own communities.

It is the latest proof that the company commitment made in 2019 is just as strong today.

FIVE-YEAR GROWTH PLAN

Catalysing Local Growth



1. PRODUCT & MARKET EXPANSION

Planned Actions:

● Broaden the basket beyond fruit to include a select range of vegetables, as referenced in the growth-plan note to “add more products to the basket.”

● Develop a lower-priced vegetable offering for mainstream African retailers, supporting the goal to “develop a local market for vegetables.”

● Explore exports of core fruit lines to additional African destinations, in line with the plan to “export main commodity groups into Africa.”

Strategic benefit:

A wider mix and broader geography reduce single-crop and single-market risk, and give smallholder farmers alternative rotation crops tied to assured offtake.

Mafube Fresh’s growth agenda follows three linked pillars that reflect the priorities outlined in its internal “5 Years Growth Plan.”

Each pillar builds on current strengths—exclusive retail relationships, an established aggregation network, and strict quality controls—while opening new revenue paths and widening participation for smallholder growers.

2. ACQUISITION & VERTICAL INTEGRATION

Planned Actions:

● Acquire or build a dedicated pack-house or other processing facility, consistent with the stated aim to “buy/build own manufacturing capabilities.”

● Secure or lease an anchor farm to guarantee a baseline supply of raw material, supporting the ambition to “work towards vertical integration.”

Strategic benefit:

Owning key assets strengthens quality oversight, supports future processing requirements, and adds productive land or facilities to the balance sheet.



3. DIVERSIFICATION INTO AGRO-PROCESSING

Planned Actions:

Introduce a freeze-dried fruit line, echoing the diversification objective to “venture into agro-processing, with emphasis on food preservation.”

Assess additional preservation formats—such as purées or shelf-stable juices—based on market response and capacity.

Strategic benefit:

Value-added formats extend shelf life, open markets less dependent on cold-chain logistics, and create an outlet for fruit that does not meet fresh-grade specifications.

Planned Actions:

Smallholder Scale-Up: Increase the share of smallholder supply by developing smallholder farms to meet requirements to join our supplier base, and guide new entrants through compliance steps before first delivery.

Compliance & Quality Systems: maintain investment in GLOBALG.A.P and Siza certification and in digital traceability tools.

Capital Partnerships: pursue a blend of debt, equity, or grant funding to support new facilities and processing pilots.

Outcome:

By 2030 Mafube Fresh aims to be a more vertically integrated, multi-product business, such as the 2024 established NALA Food Powders*, that still upholds its commitment to fresh quality and inclusive grower development.

*www.nalafoodpowders.com



PARTNERSHIP OPPORTUNITIES

Growing Together with Mafube Fresh

RETAIL & DISTRIBUTION PARTNERS

Mafube Fresh currently supplies Woolworths Foods a range of fruits to retail customers locally, including SADC markets. As we explore a limited vegetable range and future export channels, we welcome discussions with retail buyers and specialised distributors who prioritise:

-  Consistent, multi-season volumes from our farm network.
-  Produce grown responsibly and ethically.
-  Short, transparent supply chains that protect shelf life and minimise shrink.

PILOT PROGRAMS

We welcome pilot programmes with neighbouring African retailers where produce from our developing small-holder partners can complement—rather than compete with—our existing customer channels and bring them fully into the mainstream value chain.

IMPACT-ALIGNED INVESTORS

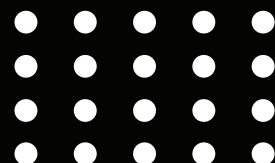
Our five-year roadmap highlights selective capital projects: a dedicated pack-house, an anchor farm, and a small-scale freeze-dry processing line. We invite equity or blended-finance partners who view inclusive agricultural growth and solid commercial returns as compatible goals. Funding will be directed toward assets that:

-  Strengthen quality control and margin capture through vertical integration
-  Support diversification into value-added products
-  Increase market access and job creation for the smallholder community

DEVELOPMENT & TECHNICAL PARTNERS

Expanding our IDH-supported smallholder programme will require additional agronomy expertise, training resources, and concessional finance. We seek collaboration with:

-  NGOs and agencies focused on rural livelihood improvements and gender equity
-  Institutions that can deliver GLOBALG.A.P / Siza coaching at scale
-  Donor programs able to co-finance infrastructure such as irrigation, shade nets, inputs, labour and





NEXT STEPS

If you are a retailer looking for ethical, year-round supply; an investor aiming to back asset-based, socially responsible growth; or a development partner committed to empowering smallholder farmers, we invite you to connect. Together we can extend Mafube Fresh's promise—delivering superior fruit, stronger communities, and sustainable value.

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