

# FRUITLIVE

## Venture Capital Due Diligence Report

Multi-Farm Management Platform for Fruit Production

<b>Prepared for:</b>	Investment Committee
<b>Date:</b>	December 14, 2025
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<b>Classification:</b>	CONFIDENTIAL - RESTRICTED

**INVESTMENT RECOMMENDATION: PROCEED WITH CONDITIONS ✓**

This report provides comprehensive analysis of FruitLive's market opportunity, competitive positioning, product-market fit, and financial projections to support investment decision-making.

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# EXECUTIVE SUMMARY

## Investment Recommendation: PROCEED WITH CONDITIONS ✓

FruitLive represents a compelling investment opportunity in the enterprise agritech SaaS space, addressing a well-defined, high-pain problem in fruit farm operations with a comprehensive, multi-tenant platform solution.

### Key Investment Highlights

- **Strong Problem-Solution Fit:** Addresses acute pain points around Global GAP compliance (mandatory for export), labor management inefficiencies, and operational complexity in multi-farm operations
- **Quantifiable ROI:** Conservative estimates show R600,800 annual value for 500ha operations with 4-6 month payback period
- **Attractive Market:** R2.1B SAM in South Africa alone, with clear expansion path to ANZ, Chile, and Southern Europe
- **Defensible Moat:** Deep domain expertise, compliance-first architecture, and switching costs create competitive barriers
- **Scalable Architecture:** Reusable 'blocks' enable rapid configuration for new customers and automatic system-wide upgrades

### Investment Concerns

- **Early Stage Risk:** No apparent existing customer base or revenue
- **Regulatory Dependency:** Heavy reliance on Global GAP requirements as primary sales driver
- **Implementation Complexity:** Comprehensive platform requires significant change management
- **Capital Requirements:** High initial development costs for 9-module platform

### Recommended Investment Structure

<b>Stage</b>	Seed/Series A
<b>Amount</b>	R8-12M (\$450-650K USD)
<b>Use of Funds</b>	Product 60%, GTM 25%, Operations 15%
<b>Milestones</b>	5 customers in 12mo, R1.5M ARR in 24mo
<b>Conditions</b>	3 LOIs, hire sales lead, advisory board

# MARKET ASSESSMENT

## Market Size & Opportunity

The fruit farm management software market represents a significant opportunity driven by regulatory mandates and operational complexity.

<b>&lt;b&gt;Metric&lt;/b&gt;</b>	<b>&lt;b&gt;Value&lt;/b&gt;</b>
Global TAM (export-focused)	\$675M annually
South Africa SAM	R216M (\$11.8M)
ANZ SAM	A\$21.3M (\$14M)
Chile SAM	\$36M
<b>&lt;b&gt;Total SAM&lt;/b&gt;</b>	<b>&lt;b&gt;\$61.8M&lt;/b&gt;</b>
Year 5 SOM Target	R32.4M (15% of SA market)

## Market Dynamics & Growth Drivers

### Regulatory Tailwinds:

- Global GAP Version 6 mandates 100% digital record-keeping (previously paper acceptable)
- European markets tightening compliance: carbon footprint tracking, water usage accountability
- Labor audits (Caesar) require comprehensive digital documentation
- Traceability requirements: 'farm to fork' tracking now standard for export markets

### Industry Pain Points:

- Audit Panic: Farmers scrambling weeks before audits to compile manual records
- Labor Inefficiency: 15-20 hours/week on manual timesheet processing
- Cost Opacity: Inability to track profitability by variety/block
- Multi-Farm Complexity: No solutions for managing shared labor pools across properties
- Traceability Failure: Mock recalls taking weeks instead of hours

# PROBLEM & SOLUTION FIT

## Problem Definition

FruitLive addresses the '**Compliance & Operational Chaos**' problem facing export-oriented fruit farms:

### The Pain Cascade:

- Regulatory Mandate (Global GAP v6 → 100% digital)
- Manual Processes Don't Scale (paper diary, Excel, filing cabinets)
- Administrative Time Sink (15-20 hrs/week on data entry)
- Poor Visibility (can't track costs by block/variety)
- Risk Exposure (audit failures, labor disputes, recall delays)
- Lost Revenue (contracts, market access, inefficiencies)

## Quantified Pain Points (from primary research)

<b>Pain Point</b>	<b>Time/Cost Impact</b>	<b>Risk</b>
Manual timesheet processing	8 hrs/week	Labor disputes without digital proof
Audit preparation	40+ hrs annually	Contract loss (R50K+)
Duplicate data entry	6 hrs/week	Human error, inefficiency
Chemical compliance tracking	3 hrs/week	Regulatory fines, export bans
Fuel tracking & allocation	2 hrs/week	SARS compliance issues
Mock recall exercise	2-3 weeks annually	Brand damage, market access
<b>TOTAL WEEKLY BURDEN</b>	<b>23 hours</b>	<b>R18,400/month at R200/hr</b>

## Solution Architecture

FruitLive solves this through a '**Single Source of Truth**' platform with three core value drivers:

- **1. Compliance Automation:** Pre-built Global GAP template (33 digital folders), automated certificate expiry tracking, linked audit trail from scouting → spray → disposal certificate, digital policy management, mock recall capability (hours vs. weeks)
- **2. Operational Intelligence:** Real-time labor cost allocation to block/variety/task, cross-farm resource optimization (shared 547-worker pool), fuel/vehicle auto-allocation for SARS compliance, growth curve tracking for crop projections, profitability analysis by variety

- **3. Multi-Farm Orchestration:** Centralized 'brain' managing portfolio of farms, seamless resource transfers between properties, role-based access, ecosystem connectivity with pack sheds/exporters/labs

## Value Proposition by User Persona

<b>&lt; b &gt; Persona &lt; /b &gt;</b>	<b>&lt; b &gt; Primary Job-to-be-Done &lt; /b &gt;</b>	<b>&lt; b &gt; FruitLive Value &lt; /b &gt;</b>
Owner/Admin (Heila)	Ensure audit readiness, optimize portfolio profitability	audits confident; see all farms at once; strategic insights
Farm Manager (Rich)	Allocate labor efficiently, track costs, meet compliance	diary duplication; real-time cost visibility; 15 hrs/week saved
Compliance Officer	Manage Global GAP requirements, prepare financials	Dashboarding; automated alerts; digital export in minutes
Finance	Accurate cost allocation, SARS compliance	Block-level profitability; auto-calculated mileage; variety ROI
Indunas (Supervisors)	Capture daily labor allocation in field	iPad-based data entry; eliminates paper timesheets

# COMPETITIVE ANALYSIS

## Competitive Landscape

FruitLive positions itself as **Specialized AgTech + Compliance-First** for fruit production with multi-farm complexity, differentiating from both generic farm management and point solutions.

<b>&lt;b&gt;Competitor&lt;/b&gt;</b>	<b>&lt;b&gt;Strengths&lt;/b&gt;</b>	<b>&lt;b&gt;Weaknesses&lt;/b&gt;</b>	<b>&lt;b&gt;Pricing&lt;/b&gt;</b>
Farmers Edge (■■■)	Established brand, IoT integration	Generic crop focus, weak compliance	\$15-30/acre/yr
AgriWebb (■■■)	Strong in livestock, good mobile UX	Not fruit-focused, minimal chemical tracking	R80-150/ha/yr
Croptracker (■■■)	Fruit/veg specialty, labor tracking	US/Canada focused, weak Global GAP	GAP, \$500-8,000/yr
Global GAP Consultants	Deep compliance knowledge	Manual processes, no software	R50-80K/yr

## FruitLive's Competitive Moats

- 1. Compliance-First Architecture:** Only solution with native Global GAP v6 template, deep South African regulatory knowledge (Caesar, SARS), automated audit trail linking across modules
- 2. Multi-Tenant Complexity:** Unique capability to manage 5 farms + shared 547-worker pool, cross-farm resource transfers with automatic cost allocation, portfolio analytics
- 3. Ecosystem Platform:** Multi-sided marketplace potential (pack sheds pay for access), API integrations with labs/exporters, network effects
- 4. Fruit Production Specialization:** Growth curve methodology for crop projections, variety-specific cost tracking, post-harvest traceability + market analysis
- 5. Reusable Block Architecture:** Rapid configuration for new customers, system-wide upgrades benefit all users, cost-effective to maintain and scale

## Pricing Benchmarks

<b>&lt;b&gt;Solution Type&lt;/b&gt;</b>	<b>&lt;b&gt;Annual Cost (500ha)&lt;/b&gt;</b>	<b>&lt;b&gt;What's Included&lt;/b&gt;</b>
Status Quo (Excel + Consultant)	R80,000 - R120,000	Annual audit prep, manual processes
Farmers Edge	R150,000 - R225,000	Software + IoT + agronomic support
Croptracker	R90,000 - R140,000	Software license, training, support
AgriWebb	R100,000 - R160,000	Software, mobile apps, limited support
<b>&lt;b&gt;FruitLive (proposed)&lt;/b&gt;</b>	<b>&lt;b&gt;R180,000 - R240,000&lt;/b&gt;</b>	<b>&lt;b&gt;Full platform, all modules, implementation&lt;/b&gt;</b>

# PRODUCT EVALUATION

## Core Capabilities Assessment

<b>Module</b>	<b>Core Value</b>	<b>Status</b>	<b>Complexity</b>	<b>Priority</b>
1. Dashboard	Command center visibility	Mockup	Low	P0 (MVP)
2. Labor Management	Time savings, cost tracking	Mockup	High	P0 (MVP)
3. Compliance	Audit readiness	Mockup	Medium	P0 (MVP)
4. Chemical Mgmt	Regulatory compliance	Mockup	Medium	P1
5. Crop Monitoring	Growth projections	Mockup	Medium	P1
6. Asset Mgmt	Vehicle/fuel tracking	Mockup	Medium	P2
7. Post-Harvest	Traceability, market analysis	Mockup	Medium	P2
8. Water & Irrigation	License compliance	Not started	Low	P2
9. Administration	Multi-farm orchestration	Not started	Very High	P0 (MVP)

## MVP Recommendation (Months 1-6)

### Phase 1 - Core Compliance & Labor (Months 1-3):

- Administration module (multi-farm setup, user roles)
- Dashboard (farm selector, key metrics, alerts)
- Labor Management (daily allocation, attendance, cost tracking)
- Compliance (Global GAP template, certificate tracking)

### Phase 2 - Chemical & Reporting (Months 4-6):

- Chemical Management (spray programs, records, inventory)
- Basic reporting suite (audit exports, cost summaries)
- Mobile app for indunas (labor data capture)

## Technical Feasibility Analysis

<b>Risk</b>	<b>Severity</b>	<b>Mitigation</b>
Multi-tenancy complexity	High	Engage experienced SaaS architect; 30% dev time to data isolation testing
Mobile offline capability	Medium	Progressive web app with local storage; sync when connected
Data migration from legacy	Medium	Build import wizards; manual entry fallback; white-glove onboarding
Integration with pack sheds	Medium	Start with API; offer manual CSV uploads initially

Scale (547 workers/day)	Low	Standard cloud database; load test at 2X expected volume
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# BUSINESS MODEL & MONETIZATION

## Revenue Model

<b>&lt;b&gt;Tier&lt;/b&gt;</b>	<b>&lt;b&gt;Profile&lt;/b&gt;</b>	<b>&lt;b&gt;Hectares&lt;/b&gt;&lt;b&gt;Workers&lt;/b&gt;</b>	<b>&lt;b&gt;Annual Price&lt;/b&gt;</b>	<b>&lt;b&gt;Target Margin&lt;/b&gt;</b>
Enterprise	Multi-farm (3+ properties)	500+ ha	200+	R240,000
Professional	Large single farm	200-500 ha	100-200	R150,000
Standard	Medium farm	80-200 ha	50-100	R80,000

## Pricing Rationale:

- Aligned with existing consultant spend (R50-80K) + software value
- Below international competitors (Farmers Edge, Croptracker)
- Justified by ROI: R600K annual value for 500ha operation = 2.5X return

## Secondary Revenue Streams (Year 2+)

<b>&lt;b&gt;Stream&lt;/b&gt;</b>	<b>&lt;b&gt;Model&lt;/b&gt;</b>	<b>&lt;b&gt;Potential&lt;/b&gt;</b>
Ecosystem Access Fees	Pack sheds pay R2,000/month for data access	R200K/year with 10 pack sheds
Implementation Services	One-time setup: R25-40K per farm	20% of annual value
Premium Support	Dedicated account manager, custom reporting	+25% on subscription
Training & Certification	Induna training, compliance workshops	R50K/year at scale
API Integration Fees	Third-party tools (accounting, IoT)	R500/connection/month

# GO-TO-MARKET STRATEGY

## Phase 1: Land & Validate (Months 1-12)

**Target Segment:** 5 Multi-Farm Operations (Enterprise Tier)

### Ideal Customer Profile (ICP):

- 3+ farms in portfolio
- 400+ hectares total
- 150+ workers
- R10M+ annual revenue
- Export-focused (Global GAP mandatory)
- Current consultant spend R60K+/year
- Tech-forward owner/manager

## Sales Strategy

### Sales Team Structure:

- Founder-led sales (Months 1-6): 5 customers
- Sales Lead hire (Month 7): Target 15 customers Year 2
- 2x Sales Reps (Year 3): Scale to 40 new customers

### Sales Process (3-6 Month Cycle):

- Week 1-2: Discovery Call  
Week 3-4: Farm Visit + Pain Assessment  
Week 5-6: Customized Demo (multi-farm scenario)  
Week 7-8: ROI Analysis + Proposal  
Week 9-12: Negotiation + Legal  
Week 13+: Onboarding (2-3 months)

## Marketing Strategy (R1.5M Budget Year 1)

<b>Channel</b>	<b>Budget</b>	<b>Activity</b>	<b>Goal</b>
Events	R500K	Hortgro conference, Fruit SA expo, Global GAP workshops	15 qualified leads

Content Marketing	R300K	Blog, whitepapers, compliance guides	Thought leadership
Direct Outreach	R200K	LinkedIn, email campaigns, CEO prospecting	30 discovery calls
Partnerships	R200K	Co-marketing with Global GAP consultants	Credibility, referrals
PR	R150K	Agricultural press (Farmers Weekly, FreshPlaza)	Brand awareness
Digital	R150K	Google Ads, retargeting	10 inbound leads

## Key Messaging

- **Primary:** "Walk Into Your Next Global GAP Audit With Confidence"
- **Secondary:** "Stop Spending 20 Hours a Week on Manual Farm Admin"
- **Tertiary:** "The Only Platform Built for Multi-Farm Fruit Producers"

# RISK ANALYSIS

## Strategic Risks

<b>Risk</b>	<b>Prob.</b>	<b>Impact</b>	<b>Mitigation</b>
Regulatory Change (Global GAP reverses digital mandate)	Medium	Critical	Diversify value prop beyond compliance; architect for modularity
Market Adoption Slower Than Expected	Medium	Critical	Pilot program proves value quickly; emphasize lost contract risk
Customer Concentration (first 5 = 100% Year 1)	Low	Medium	Diversify geographically; stagger contract renewal dates
Ecosystem Partners Don't Adopt	Medium	Medium	Start with farmer value only; treat ecosystem as upside

## Technical Risks

<b>Risk</b>	<b>Prob.</b>	<b>Impact</b>	<b>Mitigation</b>
Multi-Tenancy Data Breach	Low	Critical	Row-level security; penetration testing; ISO 27001; insurance
Mobile Offline Failures	Medium	Medium	Progressive web app with local storage; graceful degradation
Platform Performance at Scale	Low	Medium	Load testing at 5X volume; database optimization; auto-scaling
Legacy Data Migration Complexity	Medium	Medium	Flexible import wizards; manual entry option; white-glove onboarding

## Market & Competitive Risks

<b>Risk</b>	<b>Prob.</b>	<b>Impact</b>	<b>Mitigation</b>
International Competitor Enters SA	Medium	High	Speed to market; lock in customers with multi-year contracts
Price Wars	Low	Medium	Emphasize ROI not price; focus on switching costs and data lock-in
Technology Disruption (AI/CV)	Low	Medium	Partner with tech providers; integrate new capabilities

## Top 3 Risks to Monitor:

1. **Cash Burn Management:** Monthly burn reviews; pivot-ready if sales slower than expected
2. **Regulatory Dependency:** Quarterly compliance landscape scan; diversify value messaging
3. **International Competition:** Set up Google Alerts; rapid feature deployment cadence

# FINANCIAL PROJECTIONS

## 5-Year Revenue Projections

<b>Metric</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Net New Customers	5	20	25	35	40
Cumulative Customers	5	23	43	69	99
Avg Contract Value	R200K	R210K	R220K	R230K	R240K
<b>Annual Recurring Revenue</b>	<b>R1.0M</b>	<b>R4.8M</b>	<b>R9.5M</b>	<b>R15.9M</b>	<b>R23.8M</b>
Implementation Services	R150K	R600K	R625K	R875K	R1.0M
Ecosystem Fees	R0	R100K	R400K	R800K	R1.2M
<b>Total Revenue</b>	<b>R1.15M</b>	<b>R5.5M</b>	<b>R10.5M</b>	<b>R17.6M</b>	<b>R26.0M</b>
YoY Growth	-	378%	91%	68%	48%

## Profit & Loss Summary

<b>Metric</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Total Revenue	R1.15M	R5.5M	R10.5M	R17.6M	R26.0M
Cost of Revenue (25%)	R290K	R1.4M	R2.6M	R4.4M	R6.5M
<b>Gross Profit</b>	<b>R860K</b>	<b>R4.1M</b>	<b>R7.9M</b>	<b>R13.2M</b>	<b>R19.5M</b>
Gross Margin	75%	75%	75%	75%	75%
R&D (Product)	R3.0M	R2.5M	R3.0M	R3.5M	R4.0M
Sales & Marketing	R1.5M	R3.0M	R4.5M	R6.5M	R8.0M
G&A	R1.0M	R1.5M	R2.0M	R2.5M	R3.0M
<b>Total OpEx</b>	<b>R5.5M</b>	<b>R7.0M</b>	<b>R9.5M</b>	<b>R12.5M</b>	<b>R15.0M</b>
<b>EBITDA</b>	<b>(R4.64M)</b>	<b>(R2.9M)</b>	<b>(R1.6M)</b>	<b>R0.7M</b>	<b>R4.5M</b>
EBITDA Margin	-403%	-53%	-15%	4%	17%

**Break-Even:** Month 40 (early Year 4) at 75 customers and R16M ARR

## Unit Economics (Enterprise Tier)

<b>Metric</b>	<b>Value</b>	<b>Benchmark</b>
Customer Acquisition Cost (CAC)	R80,000	-
Lifetime Value (LTV)	R720,000	-
LTV:CAC Ratio	9:1	>3:1 ✓
Payback Period	4 months	<12 months ✓
Gross Margin	75%	70-80% ✓
Annual Churn	15%	<20% ✓

# INVESTMENT RECOMMENDATION

**DECISION: PROCEED ■**

## Recommendation Level: Strong Positive with Risk Mitigation Conditions

FruitLive represents a **high-potential, moderate-risk opportunity** in the underserved agritech compliance software market. The investment case rests on three pillars:

- 1. Structural Market Driver:** Global GAP v6's digital mandate creates a regulatory forcing function that will drive 85% of South African fruit exporters to digitize within 2-3 years.
- 2. Defensible Product Moat:** FruitLive's compliance-first architecture, multi-farm orchestration, and deep domain expertise create meaningful barriers to entry that generic farm management tools cannot easily replicate.
- 3. Proven Customer Pain:** Primary research validates acute pain (23 hrs/week manual labor, R50-80K consultant fees) and quantifiable ROI (R600K annual value vs. R180K cost).

## Why Invest - Strategic Strengths

- **Large, Growing Market:** R2.1B SAM in SA with clear path to R3.5B+ including ANZ/Chile expansion
- **Strong Product-Market Fit Indicators:** Regulatory mandate + quantified pain + validated willingness to pay
- **Experienced Team:** Heila (domain expert), Cedric (technical architect) bring complementary skills
- **Scalable Architecture:** Reusable 'blocks' enable rapid customer onboarding
- **Network Effects:** Ecosystem model (pack sheds, exporters) creates additional revenue and defensibility
- **Attractive Unit Economics:** 9:1 LTV:CAC, 4-month payback, 75%+ gross margins
- **Capital Efficiency:** R8M seed round provides 18-month runway to validate PMF with 15+ customers

## Investment Conditions (Required Before Capital Deployment)

<b>&lt;b&gt;Condition&lt;/b&gt;</b>	<b>&lt;b&gt;Requirement&lt;/b&gt;</b>	<b>&lt;b&gt;Timeline&lt;/b&gt;</b>
Pricing Validation	Obtain 3 signed LOIs at R180K+ annual contract value	8 weeks

Technical De-Risking	Independent SaaS architect review of multi-tenant design (Budget: R50K)
Go-to-Market Leadership	Hire or identify experienced agritech sales lead (conditional offer: R10K)
Advisory Board Formation	Establish 3-person advisory board: farm operator, Global CAPT editor, SaaS CFO

## Recommended Investment Structure

<b>&lt; b &gt;Term&lt;/b&gt;</b>	<b>&lt; b &gt;Value&lt;/b&gt;</b>	<b>&lt; b &gt;Rationale&lt;/b&gt;</b>
Investment Amount	R10M (\$545K USD)	18-month runway + technical audit buffer
Valuation	R30M pre-money	3X seed capital, reflects early-stage risk
Post-Money Valuation	R40M	-
Equity Stake	25%	Aligns with seed stage standards
Instrument	Priced Equity Round	Clear valuation vs. convertible note
Liquidation Preference	1X non-participating	Standard downside protection
Board Seat	Yes (1 of 3)	Active governance

## Expected Returns Analysis (Base Case - 60% Probability)

<b>&lt; b &gt;Milestone&lt;/b&gt;</b>	<b>&lt; b &gt;Timing&lt;/b&gt;</b>	<b>&lt; b &gt;Valuation&lt;/b&gt;</b>	<b>&lt; b &gt;Our Stake&lt;/b&gt;</b>	<b>&lt; b &gt;Return&lt;/b&gt;</b>
Seed Investment	Month 0	R30M pre	25%	1.0X
Series A	Month 24	R120M	18.75% (dilution)	2.25X
Series B	Month 48	R400M	14% (dilution)	5.6X
Exit (Acquisition)	Month 72	R1.2B	11.2% (dilution)	<b>&lt; b &gt;13.4X&lt;/b&gt;</b>

**Projected IRR:** 85% | **Projected MoM:** 13.4X | **Exit Timeline:** 6 years

## Investment Committee Recommendation

**APPROVE** investment subject to completion of 4 conditions within 90 days:

- 3 signed LOIs at R180K+ pricing
- Technical architecture audit (positive report)
- Sales lead hire (conditional offer or onboarded)
- Advisory board formation (3 advisors committed)

## **Voting Recommendation: Yes (8/10 conviction)**

# APPENDICES

## Appendix A: Market Research Sources

Hortgro: South African tree fruit industry statistics (2024), Global GAP: Version 6 requirements documentation, Fresh Plaza: International fruit export market data, Farmers Weekly: South African agricultural technology adoption trends, Primary Interviews: Heila Ungerer (farm owner), Rich (farm manager), Richard (Quin Kiwis)

## Appendix B: Competitive Product Teardowns

Detailed feature-by-feature comparison available upon request

## Appendix C: Customer Interview Notes

Full transcripts from meeting with Heila Ungerer - Dec 11, 2025

## Appendix D: Financial Model (Excel)

Full 5-year model with sensitivity analysis available separately

## Appendix E: Technical Architecture Diagrams

System architecture, data flow, multi-tenant design - based on FruitLive Overview documentation



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Date: December 14, 2025

**Disclaimer:** This due diligence report is based on information available as of the date of preparation. Actual results may vary materially from projections. This report is for internal use only and does not constitute investment advice.

END OF REPORT