



Enterprise and Supplier Development

Integrated Report

2025

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Growing for impact, adapting for tomorrow

The past year marked a significant shift in how the ASISA ESD Initiative (ESDI) operates, engages, and delivers impact. Guided by a clear purpose and a deep commitment to inclusive economic transformation, we have taken steps to strengthen our internal capacity and reposition the ESDI for long-term relevance and effectiveness.

Central to this evolution was the decision to bring management in-house, enabling greater agility, stronger governance, and improved alignment with the needs of our capital providers and investee enterprises.

Strengthening our resilience has been a core focus, reflected in the development of a tailored risk management framework, the refinement of board structures, and a more proactive approach to stakeholder engagement. These shifts are about more than internal efficiency; they are about building an organisation that is better equipped to respond to complexity, uncertainty, and opportunity.

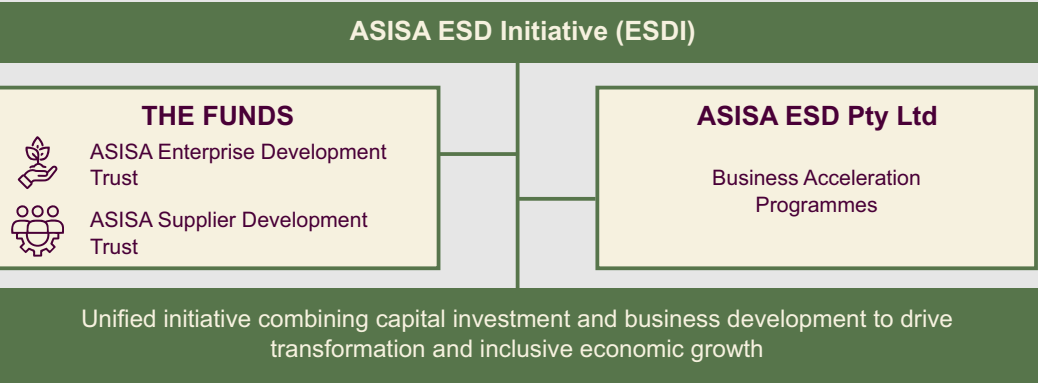
Looking ahead, our focus is on deepening impact, broadening participation, and creating shared value at every level of the ecosystem. We are working to diversify our partnerships, enhance SME visibility, and ensure our support models remain inclusive, sustainable, and responsive. In all of this, we remain true to our purpose: growing black-owned SMEs and contributing meaningfully to South Africa's development agenda. We will also undertake a strategic review of our investment plan and delivery model to ensure our approach remains fit for purpose in a dynamic socio-economic environment.

INTRODUCTION

About this report

This report serves as a key accountability and communication tool for our stakeholders. It presents a transparent view of the ASISA Enterprise and Supplier Development Initiative's (ASISA ESDI) performance and impact for the financial year ended February 2025 (1 March 2024 to 28 February 2025), including material developments up to the date of approval by the Board of Trustees of the Funds and Board of Directors of the ASISA ESD Pty Ltd.

The ASISA ESDI is implemented through three entities: two ESD Trusts - the ASISA Enterprise Development Trust and the ASISA Supplier Development Trust - which share an identical mandate and function (the Funds), and ASISA ESD Pty Ltd, which delivers Business Acceleration Programmes. Together, these entities form a unified initiative that combines capital investment and business development support to drive transformation and inclusive economic growth.



The report reflects our commitment to building meaningful and sustainable shared value through the growth and support of black-owned Small and Medium-sized Enterprises (SMEs) across South Africa. It outlines our integrated approach to enterprise and supplier development, combining capital investment and business acceleration support to create jobs, transform supply chains, and move society forward.

Reporting frameworks

This integrated report marks an important step in ASISA ESDI's journey towards adopting an integrated thinking and reporting approach, in line with the Integrated Reporting Framework of the IFRS Foundation. By transitioning from a traditional annual report to an integrated report, we aim to provide a more holistic, transparent, and stakeholder-focused account of our performance, impact, and value creation. This evolution reflects our commitment to continuous improvement in how we communicate with our capital providers, partners, and the broader development ecosystem.

Reporting standards, frameworks, guidelines, regulations and best practices to which we adhere include:

IR Framework	Integrated Reporting Framework of the IFRS Foundation
King IV™	King IV Report on Corporate Governance™ for South Africa, 2016
IFRS®	International Financial Reporting Standards Accounting Standards for SMEs

Value creation, preservation and erosion



Create

Supporting SME growth for lasting impact

We create value by growing high-potential black-owned SMEs with the ability to drive inclusive economic transformation.

This is achieved through a dual mechanism:

Targeted investments from the ASISA ESD Funds provide the capital these enterprises need to grow and scale.

Business Acceleration Programmes delivered by ASISA ESD Pty Ltd offer strategic support, mentorship and capacity building to strengthen operational performance and market readiness.

Together, these interventions strive to expand access to markets, enable job creation and support meaningful contributions to South Africa's development.



Preserve

Ensuring sustainable impact through good governance

We preserve value through responsible investment practices, strong governance, and collaborative partnerships. While the ESD Funds are mandated to preserve capital, we pursue commercial returns where possible, not as a primary objective, but as a means to enhance sustainability and amplify developmental impact.

The ASISA ESDI achieves this through two aligned mechanisms:

The ASISA ESD Funds are guided by a financial mandate of capital preservation, while actively pursuing developmental impact. The investments are governed by rigorous due diligence and oversight processes to ensure responsible deployment of capital into SME's.

ASISA ESD Pty Ltd delivers Business Acceleration Programmes that enhance the strategic, operational, and market capabilities of SME's businesses.

Together, the Funds and Programmes form a cohesive and well-governed system that drives inclusive economic transformation while safeguarding long-term value.



Protect

Staying relevant in a changing world

We protect against value erosion by continuously assessing risk, responding to economic shifts, and evolving our funding and support models. This ensures we remain responsive to the changing needs of SMEs and capital providers, and maintain relevance in a dynamic market.

Reporting boundary and materiality

This report covers the activities of the ASISA ESDI, including the:

ASISA Enterprise Development Trust;

ASISA Supplier Development Trust;

(collectively referred to as “the ASISA ESD Funds” or “Fund”)

ASISA Enterprise and Supplier Development (Pty) Ltd (The Company); and

The SMEs and Programmes supported through these vehicles.

The report focuses on material issues that could affect our ability to deliver impact and sustainable value to our stakeholders.

The material matters are informed by our operating environment, the perspectives of capital providers, partners, and SMEs, and the risks and opportunities that shape our short-, medium-, and long-term outcomes. Consideration is given to both the financial and non-financial elements of materiality.

Assurance

Certain information, such as financial performance and B-BBEE contributions, has been subject to internal and third-party verification. External assurance was not obtained for this report as a whole. The Board of ASISA ESD Funds and ASISA ESD Pty Ltd believe that the report presents a fair and balanced reflection of our performance and impact.

Approval

This report was reviewed by the executive and governance structures of ASISA ESDI and approved by the Board of Trustees of the Funds and Board of Directors of the ASISA ESD Pty Ltd on 28 November 2025. All material information is included to the best of our knowledge, up to the date of approval.

Fay Mukaddam
CHAIRPERSON

NAVIGATING THIS REPORT

We use the following navigation icons across the report to highlight how we view the inter-connectivity of information.

Capitals



The financial resources entrusted to ASISA ESDI by the Fund's funders and the Company's programme sponsors, including recontributions, grants, and other forms of capital. These funds are deployed to support black-owned SME development through loan financing, equity investments, and catalytic partnerships. Effective stewardship ensures financial sustainability, capital preservation, and a measurable return on impact.



This refers to the infrastructure, systems, and platforms that enable programme delivery and operational efficiency. For ASISA ESDI, this includes digital tools, reporting systems, investment frameworks, governance structures, and the enterprise support platforms that facilitate acceleration, monitoring, and impact reporting.



This comprises the knowledge, data, and frameworks developed over more than a decade of implementation. This includes our refined fund management model, risk tools, ESG-aligned practices, and stakeholder insights. The Board of Directors and Board of Trustees, through their respective roles, play a key role in applying and strengthening this capital through strategic oversight and informed decision-making. Together, this enables ongoing innovation, adaptability, and improved impact delivery.



The skills, expertise, and leadership of the ASISA ESDI team and delivery partners, including investment professionals, programme managers, and support staff. Human capital is also reflected in the capacity-building efforts aimed at SME founders and employees, empowering people with the capabilities needed to grow sustainable, black-owned businesses.



The trust, credibility, and collaboration ASISA ESDI builds with its stakeholders, including funders to the Funds, programme sponsors, SMEs, government entities, development partners, and broader communities. This capital is critical for driving recontributions, unlocking co-investment opportunities, and ensuring shared value creation across the ecosystem.



ASISA ESDI's contribution to environmental sustainability, primarily through green-themed investments and partnerships such as the Green Outcomes Fund. This includes supporting businesses that reduce carbon emissions, promote clean energy, and embed eco-conscious practices, helping to align enterprise development with South Africa's just transition and climate goals.

Stakeholders



Advisors
Special advisors to the ASISA ESDI



Beneficiaries
Black-owned SMEs supported by ASISA ESDI



Communities and Society
Broader civil society affected by ASISA ESDI's activities



Employees
ASISA ESDI staff involved in programme and investments management and implementation



Governing Bodies
Board of Directors, Board of Trustees



Capital Providers
Entities providing funding or resources to ASISA ESDI Programmes (Sponsors) and Funds (Funders/Investors)



Partners
Financial institutions, government agencies, and NGOs collaborating on initiatives



Service Providers
Individuals and organisations who provide services to any of the ASISA ESDI entities

Strategic objectives



Maintain the position of all three entities as a going concern



Drive and measure impact across the Funds and Programmes



Improve communication and branding to tell stories better, with a focus on black-owned SME beneficiaries



Provide strategic guidance on thematic areas of investment for Programmes and Funds



Facilitate access to capital providers and industry supply chains for black-owned SME beneficiaries

Material matters



Investor retention and fund sustainability



Transition in operating model and governance maturity



Stakeholder feedback and inclusive engagement



Access to market for SMEs



Proliferation of funds targeting the same SME segment

Other Icons



King IV™ Principles 1-17



Top risks R 1-4



Enterprise and Supplier Development - **Integrated Report**

ABOUT ASISA ESDI

Purpose, vision and mission
How we are structured
What we do



ABOUT ASISA ESDI

Purpose, vision and mission



Purpose

ASISA's Enterprise and Supplier Development Initiative exists to grow small and medium enterprises for impact. The ASISA ESDI builds black-owned SMEs, which support its capital providers value chains, creates jobs and moves society forward.



Vision

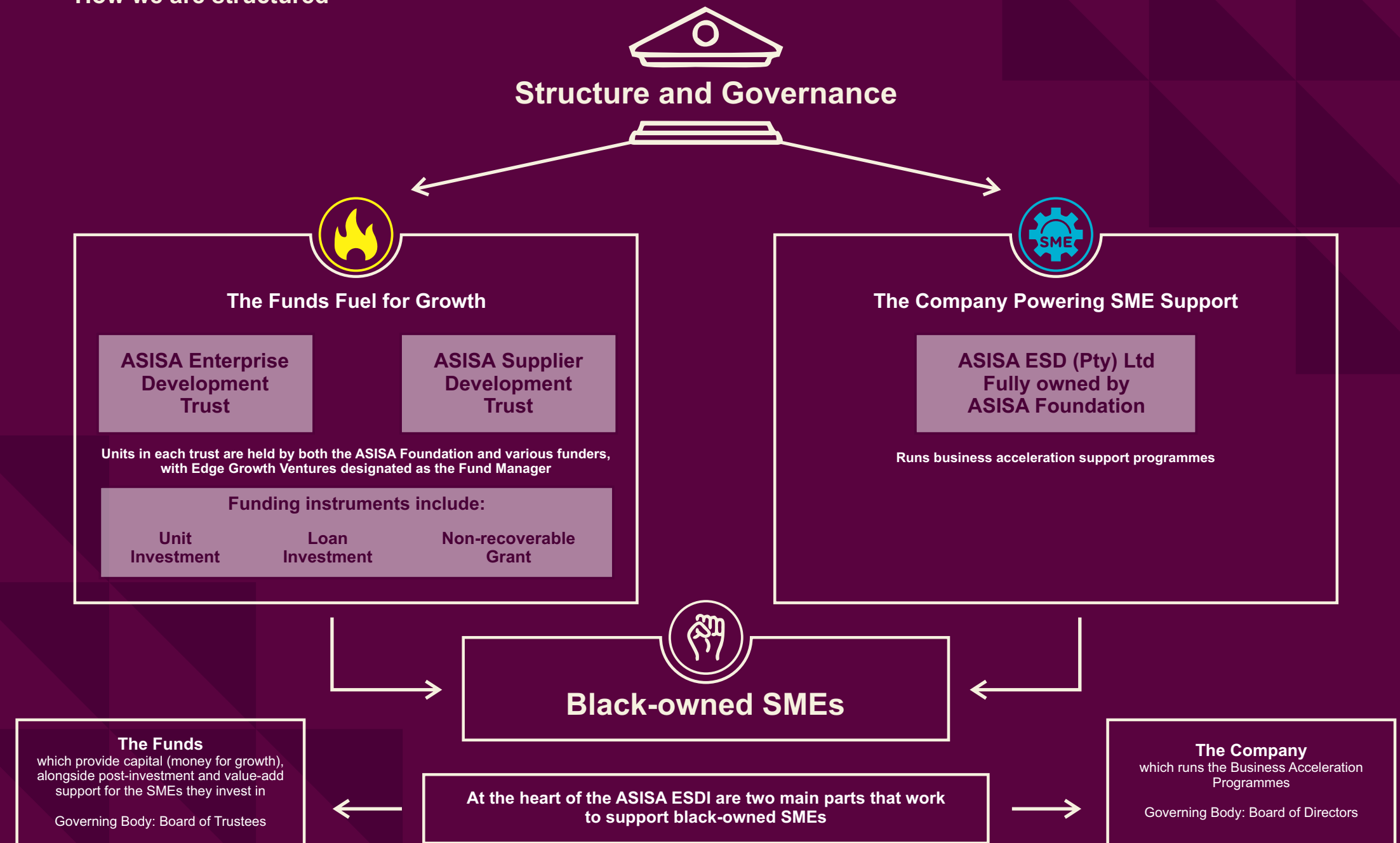
The ASISA ESDI's vision is to create meaningful and sustainable shared value for its capital providers, enterprises and the nation through the black-owned SMEs it grows and supports.



Mission

The ASISA ESDI invests in the growth of black-owned SMEs with the potential to create far reaching impact through an innovative combination of tailored Business Acceleration Programmes and investment support.

How we are structured



The Funds - Fuel for Growth

The ASISA ESDI manages two investment funds:

- **The ASISA Enterprise Development Trust**
- **The ASISA Supplier Development Trust**

Both Funds were created to invest in black-owned businesses with strong growth potential. They are managed professionally by Edge Growth Ventures, a licensed Financial Services Provider (FSP) with deep expertise in impact investing and SME funding. Edge Growth's track record in deploying capital effectively, combined with robust governance and risk management systems, ensures that the Funds are managed prudently and in line with both regulatory requirements and impact objectives. Their strategic focus on inclusive growth and transformation aligns closely with the ASISA ESDI Initiative's mission, making them a natural partner in delivering meaningful, measurable outcomes.

Funders (like financial institutions and corporates) can contribute to these Funds in three ways whether new capital, top up contributions and recontributions:

- **Unit investment** (for initial contributions of R10 million or more)
- **Loan investment**
- **Non-recoverable grant investment** (essentially a donation)

These Funds are set up as evergreen, meaning they do not have an end date. While both Funds share a similar purpose and governance structure, including the same Board of Trustees and investment goals, they differ in their specific funders and investment portfolios. Sometimes, the two Funds co-invest in the same businesses for greater impact.

Investment recommendations are made by the Fund Manager, after consultation with an external Investment Committee (appointed by the fund manager, with the Trustees having veto rights over appointments), but all final investment decisions rest with the Trustees to ensure proper governance and alignment.

The Company - Powering SME Support

ASISA ESD (Pty) Ltd is the company that runs the various Business Acceleration Programmes that help SMEs build strong foundations, become more competitive, and plug into corporate supply chains.

The company is fully owned by the ASISA Foundation and was established in 2017 to deliver hands-on support and mentorship to SMEs. ASISA ESDI began supporting SMEs through its first programme in 2013, when investment and programme delivery were managed through a single entity.

Programme funding largely comes from ASISA NPC Members, who provide grant capital (not loans or investments).

Each programme has a Steering Committee made up of representatives from the programme sponsors, the Programme Manager, and ASISA ESDI Management, to guide delivery and maintain good oversight.

The Programme Manager is Edge Growth Solutions, experts in enterprise and supplier development and SME support.

What we do

Growing black-owned businesses for impact

Small and Medium Enterprises (SMEs) are the engine of South Africa's economy, contributing over half of the country's Gross Domestic Product (GDP) and providing nearly 60% of employment. Yet many SMEs face barriers to growth, from limited access to capital to constrained business support networks.

The ASISA ESDI exists to address these barriers. We focus on growing black-owned SMEs that have the potential to create jobs, transform supply chains, and contribute meaningfully to inclusive economic development.

We do this through two powerful, complementary levers:

- Business Acceleration Programmes; and
- Investment Funds.

Tailored support through Business Acceleration Programmes

Our Business Acceleration Programmes are designed to meet SMEs where they are. These are bespoke, non-financial support initiatives that equip entrepreneurs with the tools, confidence, and capability to grow resilient businesses.

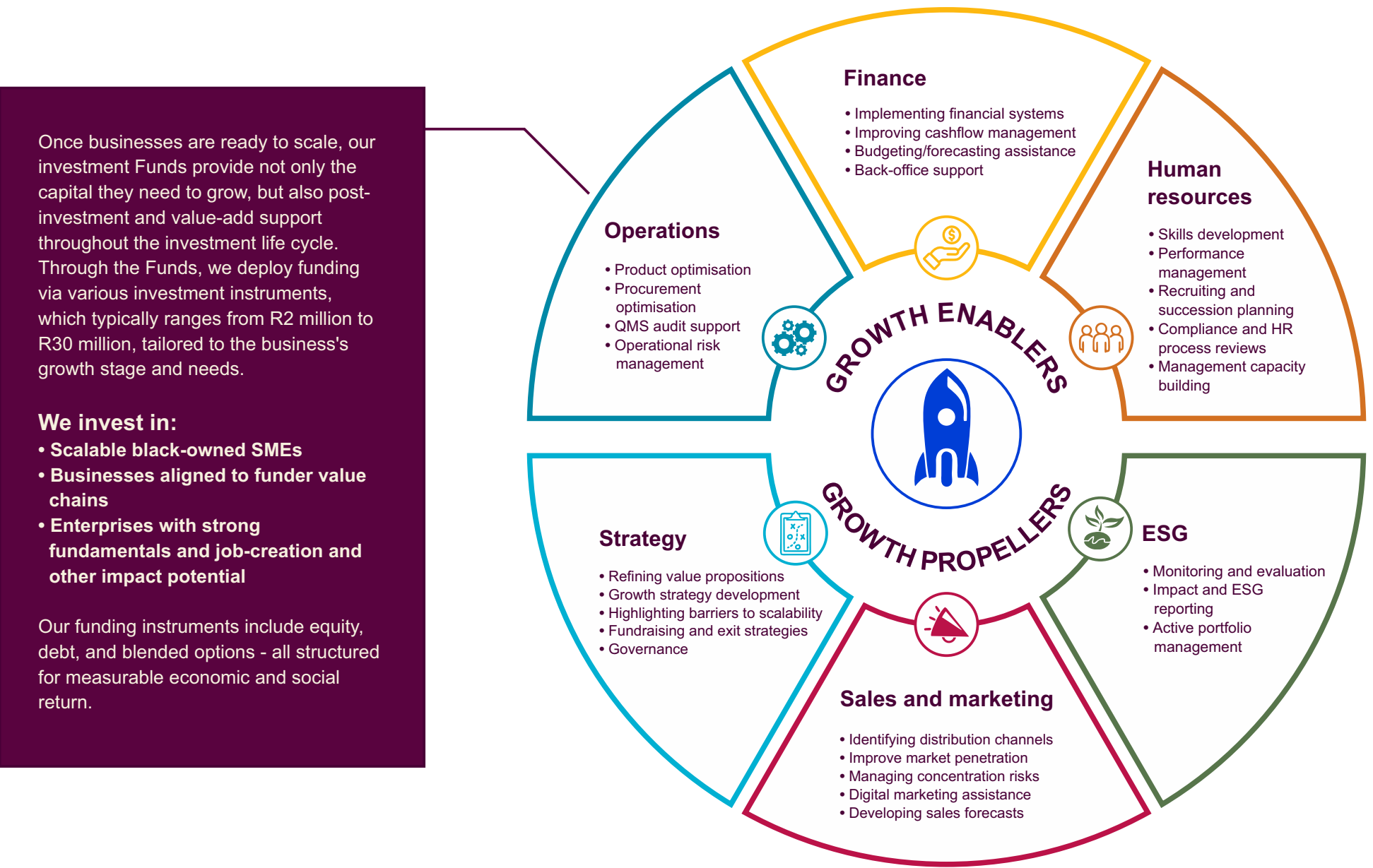
Each Programme is co-developed with sponsors and delivered with specialist partners. They typically include:

- Strategic business mentoring
- Operational and financial strengthening
- Market access support
- Skills development and ecosystem integration

These Programmes not only prepare SMEs for investment, they help entrepreneurs build businesses that last.

Capital for growth through investment Funds

The Funds manage downside risks and maximise upside opportunities by leveraging internal and external resources to grow black-owned SMEs within their portfolios. The infographic below illustrates the Funds' structured approach to post-investment portfolio management and value addition, with support areas organised into two main categories: **Growth Enablers** and **Growth Propellers**.



A holistic,
integrated
model



Together, our Programmes and Funds form an integrated support model that enables SMEs to grow stronger, scale faster, and contribute meaningfully to South Africa's development. While some SMEs benefit from both programme support and funding, others benefit from one or the other. While Programme participation does not guarantee investment, it does strengthen the potential for long-term sustainability and impact - helping bridge the gap between SME readiness and capital deployment.

The Funds have invested in 48 companies since 2013, across a variety of sectors.

Overview of portfolio companies

 # active deals  # exited deals

	Property Services	Inclusive Innovation	Green	Stockbroker Guarantee	Motor Body Repair	Black-Owned Fund Manager	SDG Impact	Independent Financial Advisor
Active Investments	<div>       </div>	<div>        </div>	<div>    </div>	<div>      </div>	<div>       </div>	<div>   </div>	<div>   </div>	<div>  </div>
Exited Investments	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>



Enterprise and Supplier Development - **Integrated Report**

MESSAGES FROM LEADERSHIP

Overview from our
Chairperson

Reflections from our Chief
Operating Officer



MESSAGES FROM LEADERSHIP

Overview from our Chairperson

“As we present our first integrated report, it is important to reflect on the journey that brought us here. Over the past 13 years, the ASISA ESDI has grown into one of South Africa's more enduring efforts to drive transformation through enterprise and supplier development. In a space as complex and often unforgiving as SME development, longevity is more than a milestone - it is a marker of resilience, relevance, and results. Our work has never been about simply surviving. We remain focused, disciplined, and deeply committed to delivering value and creating lasting impact.”

Fay Mukaddam
Chairperson



Building on a legacy, scaling for impact

It is a privilege to present this, our first integrated report, a milestone that reflects our commitment to improving corporate reporting and transparency to stakeholders. This report is more than a compliance exercise, it is an opportunity to provide greater depth and insight into the ASISA ESDI journey, our impact, and the strategic value we deliver to all our stakeholders and the community in which we operate. Through this integrated approach, we aim to communicate a clearer, more holistic view of how we create and sustain long-term value, while holding ourselves accountable to the vision that has guided us for over a decade.

This also marks my first year as Chairperson of the ASISA ESDI, a role I step into with deep respect for what has come before, and clarity on the responsibility that lies ahead.



Honouring our founding visionaries

The story of ASISA ESDI is built on vision, collaboration, and a steadfast commitment to transformation. It is only fitting that we pause to acknowledge the individuals who helped establish the foundation on which we continue to build.

Leon Campher, with the support of the Board and the Chair Johan van Zyl, was instrumental in the formation of ASISA NPC in 2008. They were a key driver of progress in South Africa's savings and investment sector. As ASISA's inaugural CEO, he brought a deep belief in the sector's ability to enable meaningful inclusion and was pivotal in uniting the voice of investment managers through his leadership at the Investment Management Association of South Africa (IMASA) - a development that ultimately shaped the creation of ASISA and its ESD efforts. We also acknowledge Trevor Chandler for his role in facilitating a structure which enabled shared value for all the role players and achieving the vision of transformation of the sector.

Ingrid Goodspeed served as the first Chairperson of the ASISA ESD Initiative, guiding the organisation with clarity of vision and a deep commitment to enterprise development. Her leadership helped establish a strong foundation and strategic direction that continues to inform our work today. We further recognise Daniel Hatfield and Jason Goldberg of Edge Growth, co-founders of the Initiative, whose operational innovation and belief in the transformative power of SMEs helped shape a delivery model that is both practical and enduring.

Finally, we thank Schalk Fourie, who stepped down after the financial year-end, for his formative contribution as a member of the founding Board. His support has been integral to the ESD Initiative's journey.

It is because of this solid foundation that my role is in some ways easier, but also more challenging. Scaling impact from a well-established base requires us to stretch our thinking, sharpen our focus, and challenge ourselves to do even better.

Catalysing real transformation through access and scale

The ASISA ESDI, encompassing both the Trust Funds and broader Programmes, continues to make a significant contribution to moving the needle on economic transformation. With close to R1 billion committed to the growth, development, scaling, and sustainability of black-owned SMEs, this initiative stands as one of the most tenacious and tangible examples of transformation in action.

Beyond funding, ASISA ESDI plays a critical role in building SME capacity, enabling market access, and supporting national priorities. Programmes, such as the Independent Financial Advisor (IFA) initiative not only strengthen black-owned advisory businesses, but also support national imperatives, such as deepening the savings culture and advancing financial literacy, which are essential to achieving long-term financial inclusion and independence. This work aligns closely with ASISA's broader vision to enable financial inclusion and deepen South Africa's transformation journey.

In partnership with ASISA ESDI, Edge Growth contributes to the implementation of the Initiative's investment and enterprise development strategies. Working closely with the ASISA ESDI team, Edge Growth supports programme delivery, including the design and facilitation of business development bootcamps, accelerator programmes, and bespoke SME interventions. This partnership ensures that black-owned SMEs receive structured support to build capabilities, access markets, and progress along sustainable growth pathways. The collaboration also enables alignment between programme implementation and the strategic intent of ASISA ESDI, ensuring delivery remains impact-driven and contextually relevant.



However, the journey ahead demands that we go further. The most pressing challenge we face is the issue of scale, specifically how we connect our investees and programme beneficiaries to sustainable markets. For black-owned SMEs to thrive, they must be meaningfully integrated into the supply chains of our members, other major corporates, and broader society. This is where the full value of the ecosystem must come into play.

We believe there is an opportunity for our capital providers to lead by example, to go beyond compliance and actively enable market access, mentorship, and systemic change. Transformation is not just about funding, it is about influence, and the power to shift procurement practices, drive inclusive growth, and enable real market participation. This is where transformation becomes real, where capital meets opportunity, and where vision is matched by action.

The enduring value of entrepreneurship

Small and medium-sized enterprises remain vital to South Africa's economic health and long-term recovery. Globally, SMEs account for up to 70%* of total employment and contribute significantly to GDP, particularly in emerging markets like ours. Yet, they continue to operate in increasingly complex macroeconomic conditions marked by inflationary pressure, rising interest rates, and restricted access to credit. These challenges disproportionately impact SMEs, which often lack the buffers and networks available to larger players.

Despite these headwinds, SMEs remain central to our transformation strategy because of their unmatched potential to drive inclusive growth, promote innovation, and create jobs at scale. South Africa is, at its core, an entrepreneurial society, and we must continue to invest in people who are not only seeking jobs but creating them. When we empower entrepreneurs, we do more than stimulate growth, we build the foundations of financial inclusion, resilience, and long-term transformation.

Delivering in a complex, high-touch environment

The ESD space is not for the faint-hearted. We are not investing in established businesses with fully fledged governance and operational systems. Our investees are often high-potential black-owned SMEs still navigating the thresholds of formality, market access, and capital readiness. The work demands not just funding but hands-on support, deep mentorship, and, at times, real patience and persistence.

This is what makes our capital preservation, evergreen pooled investment fund model so critical. It allows us to deliver long-term value by enabling stability and sustainability of black-owned SMEs, rather than simply chasing short-term gains. It is this patient, developmentally minded approach that the country needs more of.

Too often, we underestimate the realities these SMEs face. Access to markets remains elusive, regulatory compliance is burdensome, and institutional biases persist. Many of these businesses are expected to operate like listed entities while lacking the necessary support and track record. If we are serious about financial inclusion, our “doing-business” frameworks and our procurement practices must evolve.

Strengthening governance and repositioning for scale

Over the past year, we have taken deliberate steps to modernise and optimise the way we operate. We conducted deep introspection, strategic benchmarking, stakeholder surveys, and investor due diligence processes to assess our maturity and define our future trajectory. The outcome is a clear recognition that while we are a mature business, our operating model must reflect that maturity.

We are now transitioning to a fit-for-purpose governance framework aligned with (King IV™) and ISO 37000, one that prioritises separation and segregation of duties, enhanced oversight, and increased independence across the system. This governance evolution is more than a compliance exercise, it ensures we remain resilient and responsive to the dynamic environment in which we operate and ensure consistent achievement of our mandate.


A full strategic review is also scheduled for the year ahead. This will be a collaborative, inclusive process that considers investor and stakeholder input to shape our growth and scale-up strategy, refine our operating model, and ensure we continue to deliver measurable impact.

In closing

I wish to express sincere appreciation to the Board of Directors and the Board of Trustees for their continued stewardship and unwavering commitment to good governance. I also extend gratitude to the ASISA ESDI team for their dedication to deepening the resilience and impact of the Initiative. To Edge Growth, our strategic implementation partner, thank you for your enduring role as Fund and Programme Manager.

We are especially grateful to the Association for Savings and Investment South Africa (ASISA NPC) for its foresight and foundational support in establishing the Initiative in 2012. The trust placed in us by our founding partners and ongoing sponsors is the bedrock of our ability to serve and uplift black-owned SMEs across South Africa. We do not take your partnership and belief in our mission lightly.

Together, we continue to advance meaningful transformation through enterprise and supplier development that delivers shared value for our investors, our beneficiaries, and our nation.

 [*see more here](#)



MESSAGES FROM LEADERSIP

Reflections from our Chief Operating Officer

“As we enter a new era of operational leadership, our focus is clear: to strengthen governance, deepen stakeholder value, and unlock greater impact through bold, intentional execution.”

Lee Collier
Chief Operating Officer



I am pleased to present my first report as Chief Operating Officer of the ASISA Enterprise and Supplier Development Initiative (ASISA ESDI), having assumed the role on 1 February 2025. This marks an important step in the ESDI's evolution as we transition into a new phase of operational leadership and governance maturity.

Previously, the ASISA ESDI Initiative was fully managed by Edge Growth across all operational areas. Under the new structure, day-to-day operations are now driven internally by ASISA ESDI Management, with dedicated oversight of business processes, stakeholder engagement, and programme execution. Edge Growth continues to serve in specialist capacities - Edge Growth Ventures acts as the Fund Manager of the investment Funds, while Edge Growth Solutions supports specific Business Acceleration Programmes.

We have also implemented significant enhancements to our governance structure. Historically, while each of the three entities (ASISA ESD (Pty) Ltd, ASISA ED Trust and ASISA SD Trust) had its own governing body (Directors and Trustees), these Boards functioned in a closely aligned manner, effectively operating as a single governance structure. In 2025, we refined this approach by clarifying the roles of these Boards to ensure clearer accountability and alignment with each entity's unique mandate:

- A **Board of Directors** oversees ASISA ESD (Pty) Ltd, focusing on the strategic oversight and governance of our Acceleration Programmes.
- A **Board of Trustees** governs the investment Funds, responsible for capital deployment, fiduciary oversight, and ensuring fund performance in line with our impact objectives.

This transition not only reflects our growing scale and complexity but also strengthens our ability to deliver meaningful impact through black-owned SME development—both commercially and socially. I look forward to working closely with all our stakeholders as we continue this important journey of growth, innovation, and inclusive economic transformation.

Keeping stakeholders informed and engaged


Transparent and timely communication with stakeholders remains a cornerstone of our approach. In this context, we undertook a formal capital providers survey, conducted independently by VS Nova, to better understand the needs and perceptions of our capital providers and identify opportunities for improvement.

The survey yielded valuable insights, reinforcing many of the positive aspects of our work, while also identifying areas where we can enhance our offering.

Notably, the following themes emerged:

- **High satisfaction** with the professionalism, expertise, and conduct of the ASISA ESDI Fund Manager
- A call for **greater alignment** between the ASISA ESDI offering and the evolving strategic interests of investors and sponsors
- **Recommendations to enhance communication**, improve governance processes, and strengthen relationship management

These insights are shaping our strategic priorities, ensuring that we remain aligned with the needs of our stakeholders and sponsors while deepening the impact of our work.

 A detailed summary of the survey findings

 Stakeholder video

A decade of impact - reflecting on the journey

Having reached the 10-year milestone in FY2023, the ASISA ESDI is well-positioned to reflect on a decade of purposeful work in supporting black-owned SMEs across South Africa. This significant achievement provides an opportunity to assess the continued relevance of our mandate, ensure our structures remain fit-for-purpose, and align our operating model with the evolving needs of both capital providers and SMEs.

While we are proud of the strong foundation built over the past decade, we are focused on enhancing our effectiveness, responsiveness, and impact. This next phase of our journey is about building on what works, addressing areas for improvement, and ensuring that our efforts remain aligned with our long-term vision for inclusive economic transformation.

Strengthening governance and communication

The evolution of our governance structures, as described above, is being reinforced by several key initiatives aimed at driving continuous improvement and strengthening accountability:

- The development of a **governance roadmap** to provide a clear trajectory for maturing our governance practices  see page 50
 - The **integration of survey recommendations** into our operating model, including enhanced reporting mechanisms for investors, sponsors and other stakeholders.
 - A renewed focus on **strategic communication and engagement**, with efforts underway to formalise stakeholder engagement planning and ensure consistent, relevant updates.

This work reflects our deep commitment to building enduring trust and mutual value with all our stakeholders.

 Further details on the stakeholder engagement approach.

Enhancing risk management capability

To support ASISA ESDI's ongoing growth and governance maturity, the management team has secured backing for a facilitated risk management programme. This will comprise two separate sessions, one tailored specifically for ASISA ESD (Pty) Ltd and one for the ASISA ESD Funds to ensure that each entity's unique risk profile and governance context is appropriately assessed. These sessions will strengthen our ability to identify, assess, and mitigate risks proactively, ensuring resilience and sustainable delivery of value to our stakeholders. We see this as a vital step in reinforcing the ASISA ESDI's operational integrity and strategic oversight.

Noteworthy milestones

The past period has been marked by several significant achievements that demonstrate the strength of our governance, the effectiveness of our Funds and Programmes, and the growing confidence of our funders:



Clean audit and strong governance

We are proud to have maintained a clean audit, reflecting our commitment to sound governance practices and financial transparency.



Positive capital provider's engagement and recontributions

We continue to gain strong traction with our funders and programme sponsors, evidenced by ongoing recontributions and renewed commitments, which are vital for sustaining and scaling our impact.



Green Outcomes Fund (GOF) success

Over the past four years, our partnership with the Green Outcomes Fund has been highly successful. The Fund has generated significant grant income and supported numerous green SMEs, creating substantial job opportunities within the green economy sector. This collaboration promotes responsible stewardship of a healthier planet, aligns with the evolving priorities of ESD stakeholders, and delivers positive outcomes such as the creation of green jobs, reduction of carbon emissions, waste recycling and advancement of clean-energy generation.



Successful investment exit

Following strategic deployment of loan, investment and grant capital, in FY25 the Funds achieved a successful exit. Bobats, an independent financial advisor and an SME in the Fund's portfolio (which investment was sourced through a programme) repaid their loan in full, in-line with the original parameters of their investment. This outcome reinforces the commercial viability of the businesses we support and allows us to recycle capital for further investments.

In addition to financial support, we provide tailored post-investment support, including strategic guidance, operational mentorship, and access to networks, to help investees scale sustainably and improve their chance of long-term success.



Continued collaboration with the AFD Group (Agence française de développement and its private sector financing arm, PROPARCO)

The ongoing partnership with the AFD Group provides critical insurance coverage for qualifying SMEs within the Funds' portfolio. The guarantee granted by the AFD Group to ASISA ESD Funds is designed to cover 50% of the Funds's eligible equity or quasi equity investments. Thanks to this guarantee, ASISA ESD Funds are able to support inclusive start-ups or SMEs with a significant social and/or environmental impact and help them reach financial sustainability.




Credit backing with SEDFA

The credit backing agreement with the Small Enterprise Development and Finance Agency (SEDFA) offers insurance support for applicable loan capital agreements, further strengthening the risk mitigation framework for our investments.



Independent Financial Advisors (IFA) programme milestone

The IFA programme has just completed its ninth year, with recontributions secured for the tenth year, marking it as our longest-standing and most sustained initiative.

 Read more on page 15.



100% ESD compliance achieved


We achieved full ESD compliance across all submissions, with every funder and programme sponsor securing their ESD points. This reaffirms our credibility, governance strength, and commitment to delivering measurable value.

Challenges and areas for improvement

As we celebrate the ASISA ESDI's successes, we also acknowledge the challenges encountered during the year under review.

Not all investments have performed as anticipated. In certain cases, despite our best efforts to provide support, certain SMEs were unable to overcome or have faced structural or market-related obstacles. In these instances, we have sought to extract key lessons to inform future investments and enterprise support strategies. These experiences reinforce the importance of our due diligence and risk management frameworks, while also highlighting the need for continued adaptability in a complex operating environment.

Across our portfolio, a recurring challenge for many SMEs remains access to markets. While funding, other support and skills development are critical enablers of entrepreneurial success, meaningful growth is ultimately dependent on sustained market access. This challenge is a key priority for us, and we are actively exploring ways to strengthen procurement linkages, facilitate corporate partnerships, and advocate for more inclusive supply chain practices.

 See material matter 4 on page 38 for further insights

Note of appreciation

I would like to extend my sincere appreciation to all our stakeholders for their continued commitment, collaboration, and belief in the work we do.

To our funders and sponsors, thank you for your trust and your recontributions, which enable us to pursue high-impact initiatives that transform lives and uplift communities. Looking ahead, we see a clear opportunity to deepen your impact. Beyond capital contributions, we invite you to strengthen your support by opening up procurement opportunities for the SMEs we support. Integrating these businesses into your supply chains not only advances inclusive economic transformation but also unlocks commercial value through innovation, resilience, and diversified partnerships.

To our delivery partners, your expertise, professionalism, and unwavering support are critical to the success of our Programmes.

To the ASISA ESDI team, thank you for your dedication, agility, and shared passion for inclusive economic transformation. We are especially grateful to ASISA, its CEO, Kaizer Moyane and the broader team for their continued support of this initiative. We acknowledge the role ASISA plays in enabling the broader ecosystem for inclusive economic transformation and the support we receive for these efforts.

To our Board members, thank you for your investment in the governance of ASISA ESDI. We acknowledge the range of perspectives that have shaped our journey and the role the Board has played in key decisions. A special word of appreciation to our Chairperson, whose leadership has helped anchor our efforts in good governance and long-term impact.

Together, we are laying the foundation for the next chapter of the ASISA ESDI's journey - one grounded in good governance, responsive leadership, and a focus on creating opportunity where it is needed most.

Looking ahead

- As we look to the future, our focus is on ensuring that the ASISA ESDI continues to deliver value for funders, sponsors, SMEs, and the broader ESD ecosystem. Several key priorities are already underway:
- A strategic review of the ASISA ESDI's mandate and delivery model is being conducted to ensure alignment with the evolving needs of our funders, sponsors and the broader financial services sector
 - Board composition and succession planning remain top of mind, with a continued focus on ensuring the right mix of skills, experience, and institutional memory across our governance structures
 - Collaboration with national initiatives, such as the Youth Employment Service (YES), is being explored to enhance alignment with broader economic development efforts
 - Internally, we are reviewing resource needs to ensure that our team is equipped with the right capacity and capabilities to support delivery excellence
 - We are also developing central repositories of knowledge for Trustees and Directors, to improve continuity and onboarding for new Board Members and Trustees
 - Additional efforts are being made to profile and promote SMEs within our portfolio, amplifying their stories and facilitating greater visibility to potential markets and partners
 - Finally, we are actively exploring opportunities to deepen relationships with existing funders and sponsors and attract new capital, enabling us to expand our impact footprint



ASiSA
ESD

Enterprise and Supplier Development - Integrated Report

IMPACT, CAPITAL PROVIDERS AND VALUE PROPOSITION

Our impact to date
Impact of Acceleration Programmes
Overview of Programmes
Impact of Investment Funds
Investments overview
SME case studies: Empowered through Acceleration Programmes
SME case studies: Fuelled by Investment Funds
Our contributors
Value proposition for contributors



IMPACT, CAPITAL PROVIDERS AND VALUE PROPOSITION

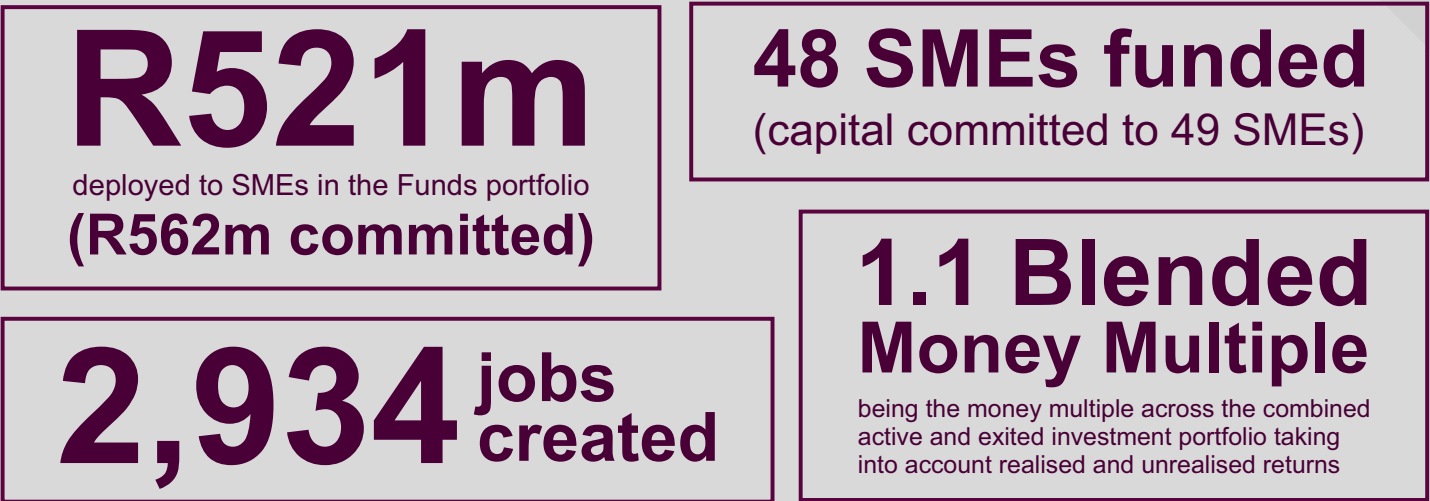
Our impact to date

Impact since 2013

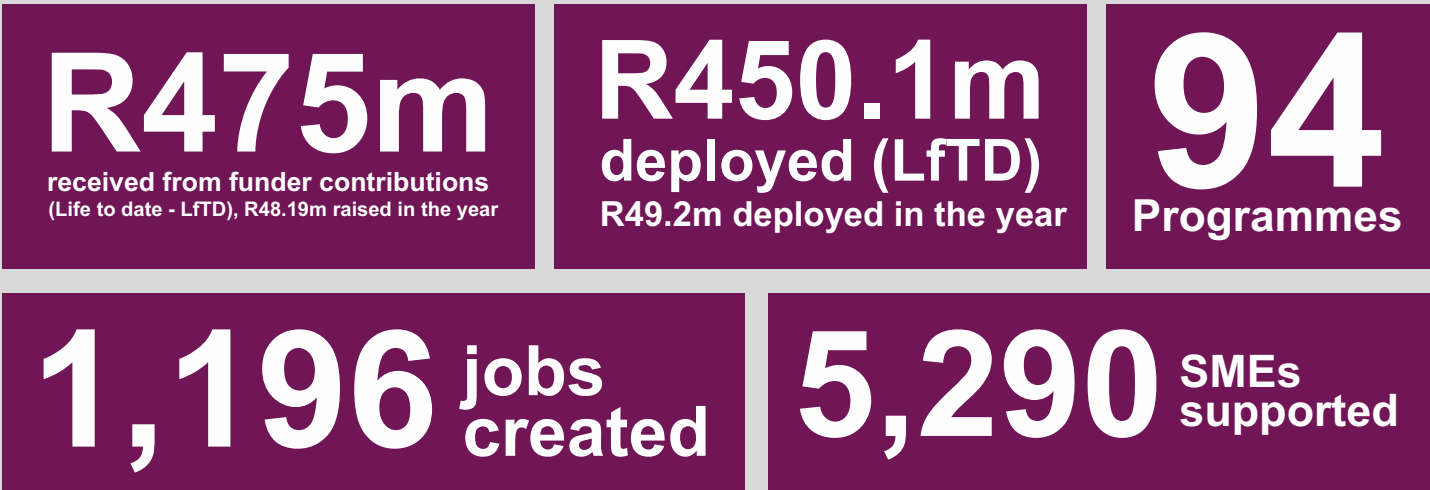
Since its inception in 2013, the ASISA ESDI has delivered measurable, high-impact outcomes for South Africa's economy. With the current support of 72 funders and 29 programme sponsors, some of which are within the same corporate groups, our integrated model, combining tailored Acceleration Programmes with catalytic investment capital, has enabled black-owned SMEs to grow resilient businesses, integrate into supply chains, and contribute meaningfully to job creation and inclusive economic development.


We believe that economic transformation is only meaningful when it is both measurable and sustainable. The figures below represent the cumulative reach and impact of our work since 2013, made possible through the commitment of our funders, sponsors and the resilience of the SMEs we support.

Funds



Programmes



 While our Programmes focus on building SME capacity, our Funds provide the capital needed to scale. Together, they form a holistic support model.

Note: Reported figures reflect gross contributions and deployments. Revenue recognition follows net accounting principles as per reporting standards.

Impact of Acceleration Programmes

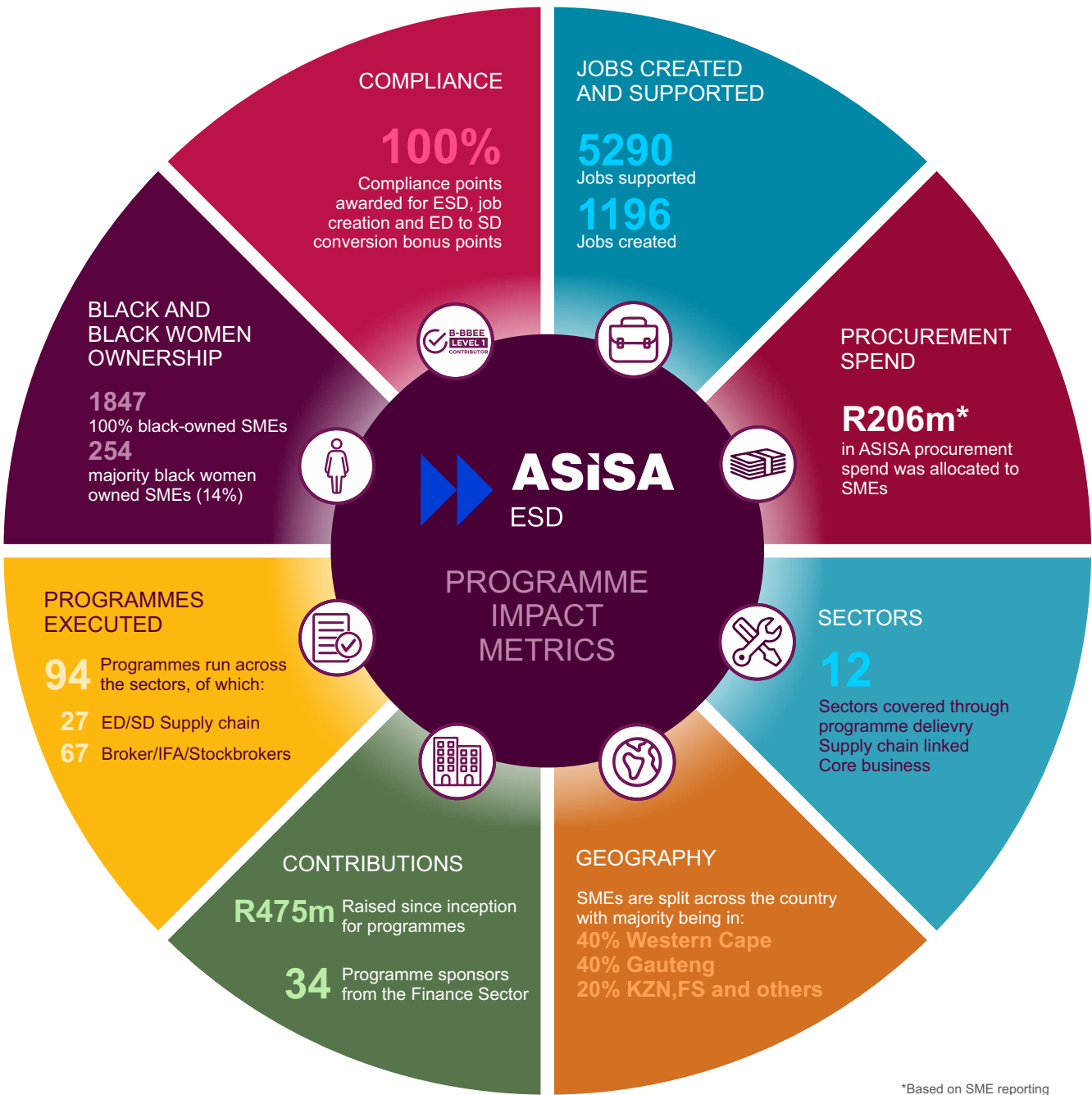
Since 2013, the Company has deployed R450 million through its various Acceleration Programmes, supporting 5,290 industry-aligned black-owned SMEs. These efforts have contributed to the creation of 1,196 new jobs, demonstrating tangible progress in advancing inclusive economic growth.

The following figures highlight key statistics, including the number of programmes implemented, funding raised, jobs created, and capital deployed across flagship programmes since the establishment of the ASISA ESDI.

The various programmes each have unique start and end dates, with timing dependent on the specific needs of sponsors (financial year ends for example) and participants (availability for sourcing and selection for example). Some run for a single year, while others span multiple years or are phased in steps, allowing for deeper engagement and milestone-based progression. This flexible scheduling enables the organisation to adapt to sponsor requirements, beneficiary readiness, and changing market conditions. Notably, some programmes were paused or redesigned in 2024 due to sponsor budget reviews, highlighting the need for adaptability. Overall, the diversity in timing and structure reflects a commitment to maximising impact and learning from each cycle.

IMPACT WITHIN ASISA ESD PTY PROGRAMME SMES

Below is a highlight of impact acheieved by Programmes since inception (Jul '13) to date (Feb '25)



*Based on SME reporting

Overview of Acceleration Programmes

Performance snapshot for ASISA ESD PTY

Since its inception the ASISA ESD PTY Programmes have:

created

1,196 jobs

supported over

5,200 jobs

R475m

raised

invested in

94 Programmes

supported by

34 Sponsors

The following Programmes ran during the financial period.

Sanlam ESD and Broker Programme 2024/25

The Sanlam Programme is a strategically aligned initiative designed to empower black-owned SMEs through four targeted streams, Project Accelerator, Project Migrate, Project Elevate, and Project Aspire, each tailored to drive sustainability, growth, and transformation. With a strong focus on measurable impact, including job creation, business maturity, and enhanced market participation, the programme supports fintech innovators, branch managers, independent intermediaries, and Khula Financial Advisors over 24-month cycles.

Governed through collaborative stakeholder engagement and guided by a clear theory of change, the programme is backed by a significant financial commitment for its first year, reinforcing Sanlam's commitment to inclusive economic development.

IFA Ignite Programme

The Independent Financial Advisor Ignite Programme 2024 is a high-touch, structured business development initiative supporting 10 Independent Financial Advisors (IFAs) over a 12-month period. Designed to accelerate growth and operational maturity, the programme combined diagnostics, mentorship, bootcamps, and funded specialist interventions. Key achievements include the implementation of CRM systems, SOPs, and client segmentation strategies across all active participants, completion of 43 specialist projects, and the creation of 13 new jobs.

Businesses reported measurable improvements in profitability, operational efficiency, and strategic execution, with an average 17.43% increase in Business Maturity Index. Participant satisfaction was high, with 100% recommending the programme. The initiative has proven effective in building future-fit financial advisory practices, with recommendations for longer programme cycles and enhanced infrastructure support in future iterations.



IFA Programme 2024

The Independent Financial Advisor (IFA) Programme 2024 marked its ninth year with a strong focus on strategic business development for 26 IFAs across four provinces. Supported by ASISA ESDI and key sponsors including Allan Gray, Coronation, Ninety One, and M&G Investments, the programme delivered over 500 hours of mentorship, 40+ specialist projects, and 12 structured learning sessions. All participants completed the programme, achieving notable improvements in revenue, operational systems, compliance, branding, and client engagement. Businesses adopted CRM tools, diversified offerings, and formalised operations, with many reporting increased visibility and growth. A standout case from Tshepiso Advisory highlighted the transformation in value proposition, management systems, and client relationships.

Read more about the success of Tshepiso Advisory on page 26.

The programme continues to demonstrate the value of tailored support in building resilient, future-ready financial advisory firms.

IFA mentor highlights and focus

The success of our programme is built on the depth, diversity, and excellence of the mentors who support IFA practices. This year, we have chosen to spotlight three standout mentors whose contributions reflect the high calibre of expertise across the network.

Their profiles offer a glimpse into the leadership, industry experience, and strategic insight that shape our support ecosystem. Additional mentors will be featured in subsequent reports, as we continue to acknowledge the collective strength and impact of the broader mentor community.

Janine Horn

Janine brings over 20 years of experience in the financial services industry, with a strong focus on business and people development for IFAs and SMMEs. She is the founder and CEO of The DragonFly Institute, a changemaking agency advancing financial literacy and consumer empowerment. Janine is also an IFA under the Momentum Financial Planning licence and has mentored across leading programmes including Liberty, ASISA, MMH, and INSETA.



Education: Advanced Certificate in Financial Planning (Milpark); Certified Facilitator and Assessor; short courses in leadership, coaching, mentorship, and sales.

Key strengths: Financial planning, SMME development, facilitation, mentorship, consumer advocacy.

Mariet Kaps

Mariet is a Certified Financial Planner and admitted attorney with over two decades of experience in banking and insurance, including roles at Absa, Momentum, and Standard Bank. She works closely with IFA practices to drive sustainable growth across sales, operations, and team development.



Education: B.A. LL.B (University of Johannesburg); Postgraduate Diploma in Financial Planning (UFS); CFP® designation, Admitted Attorney and Conveyancer.

Key strengths: Strategic growth, legal expertise, financial planning, scaling operations.

Tendai Ndemera

Tendai is a Certified Internal Auditor and development finance professional with 17+ years' experience in governance, risk, and advisory roles across financial services and other sectors. He mentors with a focus on sustainability and sound business practices, and currently serves in board and advisory roles in education and SMEs.



Education: Master of Commerce in Development Finance; BBusSci (Hons) in Economics; Certified Internal Auditor (CIA®).

Key strengths: Governance, risk management, economics, strategic advisory.

IFA Internship Programme

Under the broader IFA 2024 Programme, sits the IFA Internship Programme, which is delivered by the ASISA Academy as a targeted Enterprise and Supplier Development (ESD) initiative. The internship provides high-potential, early-career black graduates with structured work-readiness training and 12 months of practical experience in top-performing Independent Financial Advisor (IFA) practices across South Africa.

Since its launch in 2016, the programme has grown steadily in reach and impact. By the end of 2024, the total intake stood at 297 interns, increasing to 324 interns by the end of 2025. This growth reflects the sustained commitment of programme sponsors and participating IFA practices to transformation and skills development in the financial services sector.

The programme is designed to enhance employability by combining theoretical knowledge, workplace readiness, and hands-on experience. Interns benefit from exposure to industry experts, while IFA practices gain access to graduates equipped with relevant industry insights and practical skills. The ASISA Academy facilitates placement, training, and ongoing support throughout the internship cycle.

In 2024, 33 black graduates completed the 12-month internship at their respective IFA host employers. Of these, 82% were employed in the industry, and 85% were absorbed by their host employers.

Over the years, the programme has consistently achieved:

- 80 - 85% absorption by host IFA practices
- Close to 100% employment in the broader financial services industry or other sectors
- Graduates emerging as highly employable professionals with strong industry readiness

This initiative continues to address the shortage of black IFAs and plays a critical role in advancing transformation and skills development in the financial services sector.



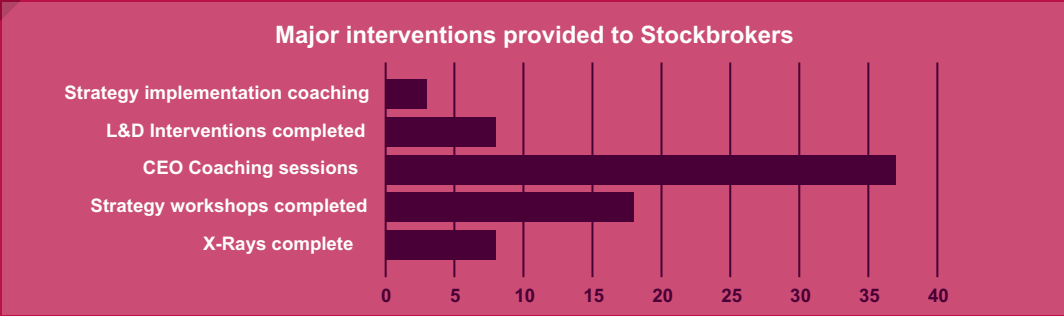
2024 Cohort Johannesburg



2024 Cohort Cape Town

Stockbroker Programme 2024

The Stockbroker Programme 2023/24, funded by SA Homeloans, FutureGrowth, Metanova, Taquanta and Intembeko, is focused on strengthening the sustainability and competitiveness of black-owned stockbroking firms in South Africa. Through a combination of learning and development, CEO coaching, diagnostics, and specialist business-building projects, the programme supports participants in overcoming industry challenges such as resource constraints and service delivery gaps. While the cohort size was smaller than in previous years, the depth of engagement and strategic impact was notably higher. Anchor Capital and Prescient Securities emerged as standout successes, achieving major strategic goals and operational growth. The programme was extended by five months to deepen support and ensure meaningful outcomes, with a continued emphasis on leadership development, strategic execution, and long-term business resilience.



Momentum Group Intermediary Development Programme 2023

The Momentum Group Intermediary Development Programme 2023, led by the Momentum Group ESD Trust in partnership with Metropolitan Life and Momentum Financial Planning, is a two-year initiative designed to support the growth and sustainability of black-owned Financial Services Providers (FSPs) and advisers. Through mentorship, coaching, funding, and market access, the programme has impacted 91 beneficiaries across three streams, with notable outcomes including client growth, job creation, and improved business systems. While challenges such as exam readiness and infrastructure gaps were identified, the programme is evolving to include more tailored mentorship and extended support timelines.

This initiative reflects a strong commitment to building resilient, future-ready financial businesses and advancing transformation in the financial services sector.

Momentum Group Ltd Intermediary Development Programme 2024

The Company in collaboration with Momentum Group Ltd launched the Intermediary Development Programme which is a comprehensive development programme that brings together practice management support and financial coaching to impact the intermediary space. This support programme caters for Tied agents and Independent Financial Advisors, providing them with necessary, but specific support.

This programme's primary aim is to transform both tied agents and IFAs through offering a complete holistic, best practice ESD Solution. Moreover, having the programme seamlessly integrating into the broader structure of Momentum Group Ltd and the support extending to internal roles to create long term sustainability in skills/knowledge transfer.

The programme intends to achieve this outcome by investing in the strategic growth and development of black intermediaries to ultimately enhance industry competitiveness and create sustainable value.

The programme follows an innovative model where the ESD implementation partner (Edge Growth) is differentiated from the BDS learning partner/s (Local and/or international service providers). The ESD implementation partner primarily carries out project management and support functions whereas the BDS learning partner/s will deliver the actual content of the programme.

The programme has significantly impacted intermediary development, showcasing achievements in improved key performance indicators, including significant growth in average monthly revenue and profit, along with positive shifts in customer retention rates, enhanced technological capabilities, and successful marketing efforts.

OUTsurance Kwande Futhi Programme 2024

The OUTsurance 2023/24 Kwande Programme is a multi-step/multi-year Motor Body Repairer (MBR) initiative aimed at driving long-term growth and transformation across two distinct cohorts: QSE MBRs and eKasi MBRs. QSE MBRs, existing suppliers with turnovers between R10–R50 million, are supported to scale beyond R50 million through strategic expansion, funding access, and sustained service excellence. eKasi MBRs, township-based businesses with turnovers under R5 million, are guided to become OUTsurance suppliers by strengthening foundational operations, achieving compliance, and securing funding.

As of mid-2025, the programme has impacted 19 SMEs, created 69 full-time jobs, and delivered over 3,900 hours of mentorship. QSE businesses like Tekton and Truck and Carbody have achieved profitability and expansion milestones, while eKasi firms such as Status and Greys have joined major insurance panels and reported record turnovers. Despite challenges like cash flow and leadership transitions, the programme has fostered resilience, operational discipline, and market confidence, with high satisfaction reported across both cohorts.

Read more about Status Autobody's success, an SME supported through the OUTsurance Programme, on page 25.



Goals for the 2026 financial year

Looking ahead, we are focused on improving how we gather and use data by enhancing our reporting systems and integrating AI. This will help us uncover trends and tell richer, more meaningful stories about what truly matters, supporting the growth of sustainable SMEs in South Africa. We remain flexible and responsive to the evolving needs of our sponsors and continue to value collaboration in designing impactful programmes. A key priority is to deepen our reporting and measurement across all initiatives, sharing insights we have gained over the years. Technology will continue to play a central role in making content more accessible, while we also work to strengthen relationships with our sponsors and delivery partners. With their continued support, we are committed to driving positive change in the sector and building a stronger economy through SME development.

Sanlam ESD and Broker Programme 2024/25

Start date:
December 2024

➔

End date:
December 2026

YEAR 12 SINCE INCEPTION

Through the collaboration between the Company, Sanlam Foundation and Sanlam Investments, the intent of the Sanlam ESD and Broker Programme is to transform, develop and grow Sanlam's distribution network and supply chain, support new Tech-businesses that can provide services to a changing Sanlam landscape and provide follow up support to their Alumni SMEs. This is achieved through the creation and support of an environment that enables financial resilience and sustainability for high-potential businesses, the development of an Accelerator for Insurtech and Fintech businesses, and ongoing support to alumni on prior ESD programmes.

The aims of each of the 4 streams are:



1. Project Accelerator

- Scale 10 innovation-driven FinTech SMEs over 12-24 months (with stage gates along the way)
- Support black-owned (preferably women-owned) businesses in Fintech, InsurTech, and CleanTech
- Enable integration into Sanlam's financial and green energy value chains
- Connect businesses to funding opportunities and strategic partnerships
- Drive measurable growth in revenue, profitability, and market share



2. Project Migrate

- Empower 28 Branch Managers, Independent Intermediaries, and Franchises within Sanlam Retail Mass
- Focus on businesses with revenue between R250k and R5M
- Promote industry transformation by supporting women and youth-owned businesses
- Enhance leadership, operational efficiency, and client acquisition
- Improve practice management maturity and contribution to Sanlam's value chain



3. Project Elevate

- Support 25 Khula Financial Advisors to transition from salespersons to business owners
- Implement a phased approach: light-touch support for 25, intensive support for 20, and strategic scaling for 10
- Build sustainable, black-owned financial advisory businesses
- Drive job creation, business formalisation, and improved client engagement
- Strengthen alignment with Sanlam Connect and Retail Affluent channels



4. Project Evolve

- Support up to 33 alumni businesses from previous Sanlam programmes
- Provide refresher training, access to markets, funding, and compliance support
- Strengthen relationships between Sanlam and alumni businesses
- Unlock new opportunities for growth and sustainability
- Ensure continued development and integration into Sanlam's ecosystem

The learnings from running this multifaceted and multi-streamed programme shall be used as a basis for future programme development designed to maximise impact across a stratified beneficiary pool.

Independent Financial Advisor (IFA) Ignite Programme 2024

Start date:
27 May 2024

➔

End date:
27 May 2025

1st YEAR OF PROGRAMME

Executive summary

The IFA IGNITE Programme supported 10 Independent Financial Advisors (IFAs) through a structured 10-month business development journey combining diagnostics, mentorship, bootcamps, and funded specialist interventions. One participant exited due to personal circumstances.



Key programme achievements:

- 100% of active participants implemented business growth plans, adopting CRM systems, SOPs, and client segmentation strategies
- 43 specialist projects completed, covering finance, compliance, people development, and operational design
- 13 new jobs created and 22 existing roles supported, contributing to enterprise growth and job preservation
- 100% of participants reported launching strategic changes in their businesses, ranging from compliance systems to rebranding, financial tracking, and marketing execution
- Average Business Maturity Index (BMI) improved by 17.43%, with some businesses moving from 30% to over 50% maturity levels
- Average revenue growth of 2.2% across four businesses with full data, and average profitability improved by 3.9% – even where revenue declined, profit margins strengthened
- High satisfaction levels: 75% of IFAs rated the programme as excellent with 25% rating very good, and 100% would recommend it to peers



Tangible business improvements:

- **Operational efficiency:** Several IFAs created process manuals, structured admin systems, and implemented tracking dashboards (e.g., Imijelo, Safrisure, Kumkani). Read more about Imijelo Consulting's success, an SME supported through the IFA programme, on page 28.
- **Professionalism and compliance:** Businesses like Zinto and Matzbo embedded regulatory systems and SOPs that raised credibility.
- **Sales and marketing upgrades:** All participants executed new marketing strategies; some used specialist funding for rebranding and client acquisition tools.
- **Data-driven decision-making:** More IFAs now track finances monthly, helping them align strategy with performance outcomes.
- **Human capital development:** 13 new hires were onboarded during the programme to support operational scaling.



Key lessons and recommendations:

- **Programme length:** Participants highlighted the need for a 12–14 month cycle to deepen impact and better track implementation.
- **Tech and infrastructure support:** Load shedding and device limitations hindered progress; future iterations may require hardware support or offline tools.
- **Finance readiness:** Embedding finance coaching earlier is critical as many IFAs still mix personal and business finances.
- **Mentorship remains a cornerstone intervention:** Rated as the most impactful by all participants.

In summary, the programme achieved strong returns on developmental objectives, with measurable shifts in business structure, growth readiness, and IFA confidence. The success of this cohort reinforces the value of tailored, high-touch support models in building future-fit financial advisory businesses.

Independent Financial Advisor Programme 2024

Start date: 1 March 2024 → End date: 28 February 2025

YEAR 9 SINCE INCEPTION

The IFA 2024 Programme was designed to provide strategic business support through business diagnostics, comprehensive growth plans, structured learning, mentorship, and specialist projects. Our goal was to help IFAs overcome growth barriers, achieve strategic objectives, and build long-term business value.

This programme would not have been possible without the generous support of our sponsors, as well as our steering committee members and main sponsors, Allan Gray, Coronation, Ninety One, M&G Investments, and all the other contributors who have played a vital role. Your commitment to the development of IFAs has been invaluable, and we are truly grateful for your support. A special thank you to Fundhouse for providing critical business development support and to our dedicated mentors, whose guidance has been instrumental in shaping the success of our participants.

Key IFA programme statistics

- 26 IFAs participated
- 4 provinces represented within the cohort

Programme components:



Mentorship stream
Over 500 hours of mentorship delivered over 8 months



Specialist projects
More than 40 tailored projects completed



Workshops
6 modules, split into 2 parts, covering 12 sessions, with 2 in-person sessions

100% completion rate: 100% of participants completed the programme, with no dropouts

Notable improvements

- Increased revenue and business expansion
- Adoption of systemisation and CRM implementation
- Refinement of the business plan
- Enhanced brand exposure and market presence
- Diversification into new product offerings
- Business formalisation and compliance improvements
- Integration of technology and digitisation
- Growth in client base and customer engagement

Key IFA internship statistics

75% of enrolled interns completed the internship

82% of completing interns are employed

85% of employed interns are working at host practices

1 returned to full time study & 5 are in the market

Graduations & end of programme survey completed

Stockbroker Programme 2024

Start date: 3 July 2023 → End date: 13 December 2024

YEAR 8 SINCE INCEPTION

Funded by SA Homeloans, FutureGrowth, Metanova, Taquanta and Intembeko, the programme aims to enhance the sustainability of the industry by developing black-owned stockbrokers. It addresses resource constraints, concentration risks, and service delivery challenges within the industry by implementing best practices. These efforts aim to strengthen the competitive edge of stockbrokers and empower the entire industry ecosystem.

Overview

The 2024 Stockbroker Programme saw a smaller cohort of participants compared to previous years. However, the overall quality of engagement and outcomes was notably higher. The programme's impact varied across participants, with the most significant successes emerging from firms that embraced strategic engagement and leadership development.

The programme support pillars consist of:



Learning and development

- X-Ray diagnostics (using Art of Scale)
- Bootcamps
- CEO coaching
- Support for development programmes



Business building

- Workshops
- Specialist projects



Programme participants

Anchor Capital
Prescient Securities
Lefika Securities
Noah Capital
Sinayo Securities
Mvula Securities
Ntebe Investments
Vunani Securities
Insele Capital

Highlights from the programme

Anchor Capital

Internship programme: A standout success, Anchor developed and retained a strong pipeline of talent through its internship programme, with several interns now employed within the firm or progressing in the industry.

Prescient Securities

Broader impact: Engagement extended beyond the programme, including culture surveys and broader group-level support.

The 2024 programme reaffirmed that the most impactful outcomes stem from firms that fully commit to strategic engagement and leadership development.



Momentum Group
Intermediary
Programme 2023

Start date:

4 March 2023

End date:

28 February 2025

YEAR 5 SINCE INCEPTION

Programme impact

As the Momentum Group Enterprise & Supplier Development (ESD) Trust advances its mandate, the collaborative efforts with Metropolitan Life and Momentum Financial Planning underscore a comprehensive approach to advancing entrepreneurial growth. The Trust's integrated initiatives, ranging from mentorship, tier-based coaching, funding, and platforms for market access, are tailored to address the unique needs of advisers and Financial Services Providers (FSPs) within the sector. The focus on examination preparation and technical upskilling, coupled with operational grant funding, demonstrates the Trust's commitment to not only equipping intermediaries for industry representation, but also nurturing the expansion and sustainability of emerging businesses.

The Momentum Group Intermediary Development Programme 2023 thus emerges as a strategic vehicle for the Trust's vision. By aligning support for SMEs and intermediaries with Momentum Group's overarching objectives and the requirements of the BEE Codes, the Programme seeks to catalyse meaningful, measurable impact across the value chain. The following section provides a detailed summary of the Programme's scope, approach, and early outcomes, reflecting both the intent and the tangible progress made towards empowering black-owned enterprises and strengthening the broader ecosystem.

91 programme beneficiaries impacted:



SME testimonial

"I am eternally grateful for the contribution made into my business. I know it may take a while to see its full effect, but I am committed and very excited to level up in 2025!"

- Vivan Moodley

1

Group 1
Momentum Group Intermediary Programme (n = 37)

- Where n(respondents) = 17,
 - 7 had an increase in clients of >50%, and
 - 8 had an increase in clients between 20%-50%
- Where nr = 16
 - 11 had an average increase in clients of ">10 per month"
 - With the balance seeing an average increase of "between 5-10 per month"
- Average income per client

<R500	6	36%
R5000 and less	5	29%
R20 000 - R50 000	5	29%
R350 000	1	6%
- What our beneficiaries thought about the training, Learning partner and Programme

93%

Grasped concepts & tools

76%

Engaging with LP

88%

Found the programme useful

85%

How likely are you to recommend the Programme

93%

Clients stay longer than 2 years

12

jobs created through this programme stream

SME testimonial

"Mary J understands my issues well and she can pinpoint me in the right direction MJ is exceptional and an amazing coach, helping you build your business and strategy"

- Sonny Masanabo

Recommendations

- More time between mentoring sessions
- More 1-hour sessions and spread across the week over 2-3 hrs in one day
- The content of the programme is the best, however the information becomes a lot to absorb in 8 weeks. Also, if there could be some form of follow ups or after training interactions to monitor the progress

SME testimonial

"Carmen is more knowledgeable and very patient when you have asked for more info or explanations. She is even willing to assist when you have a client to meet and you need advice."

- Khanyisile Minis

2

Group 2
Learning Partners (n=9)

- Where n(respondents) = 7
 - n=3; average income per client is between R20k – R25k
 - n=1; average income per client is greater than R25k
- 86% of respondents say their clients stay for longer than 2 years
- 3 jobs created

Feedback and learnings

"I now draw a salary, and have a permanent employee" (n=2). My focus is on being fee-based and earn commissions on an 'as-and-when' basis rather than upfront. This mitigates lapses and ensures clients are charged for ongoing service and advice.

I have always had the tools but not the time. Now that I found time (thanks to the programme!), I was able to identify, address and resolve key areas in my business"

- Vivan Moodley.

3

Group 3:
Metropolitan Intermediary Programme (n = 58)

- 67% of beneficiaries are female
- 13% pass rate on the RE exams
- Some challenges causing low pass rates include:
 - Understanding exam questions and technique
 - Network issues meant it took 15-20mins to get started
 - Not understanding the law terminology
 - Struggling with language barrier
 - Not committing to showing up to classes
- Where n(respondents) = 11
- What our beneficiaries thought about the training, Learning partner and Programme

72%

Grasped concepts & tools

64%

Engaging with LP

45%

Understands the legislation & Acts

72%

Confidence now

82%

How much value this had on you

100%

How likely you are to recommend

★★★★★

Programme rating

★★★★★

Learning Partner rating

What our beneficiaries thought about the training, Learning Partner and Programme

What did not work

- 3-4 weeks to exam timeline - "time allowed for exam preparation was too short."
- Not assessing mindset and actual willingness and ability to commit

What will change

- Mentorship training
 - Exam is booked upon coach approval, depending on Readiness Track: ability to show up, communicate and willingness to commit
- 3-4 month process
 - A detailed approach with a study plan and weekly assignments to ensure focus
- Manager meetings for GAP assessment

ASISA - Enterprise and Supplier Development Integrated Report 202519

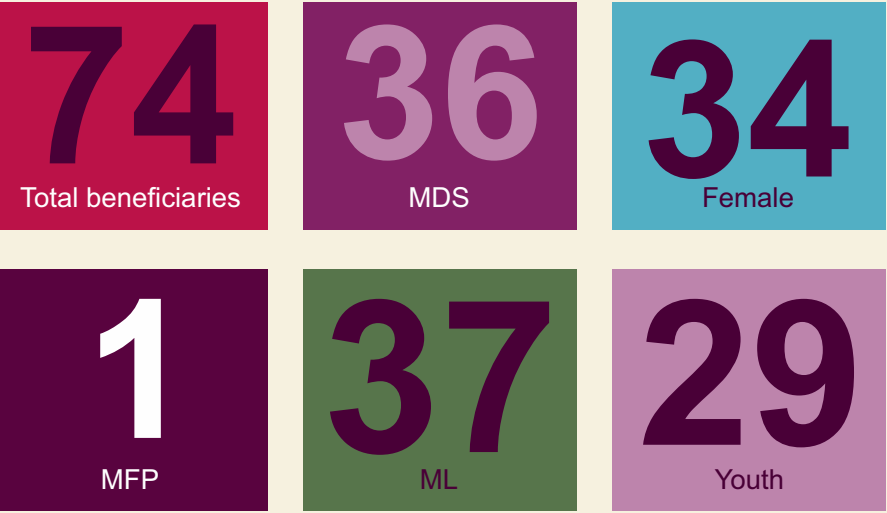
Momentum Group

Intermediary Development Programme 2024

YEAR 6 SINCE INCEPTION

Programme impact
The 2024 Programme is a continuation of 2023, incorporating lessons learnt from prior years.

Summary stats



Start date: 1 March 2024 → End date: 28 February 2026

Tranches

<div>Tranche 1</div> <div>Technical Proficiency & Mentoring</div> <div>MDS: 15 (includes COB courses, Re5, NQF levels, mentorship with Carmen)</div> <div>Metropolitan Life: 27</div>	<div>participants 42</div>	<div>Tranche 2</div> <div>Business Foundation</div> <div>Practice Management (PGM), Business Strategy (MJF), Slatter Communications, Funding applications</div>	<div>participants 8</div>
<div>Tranche 3</div> <div>Access to Markets/Conversion</div> <div>Conversion strategies</div>	<div>participants 2</div>	<div>Tranche 4</div> <div>Executive, Expansion</div> <div>Access to funding for salary/expansion, Expansion strategy</div>	<div>participants 4</div>

Enterprise and Supplier Development (ESD) support provided

- **SME diagnostics and growth planning:** 29 SMEs
- **Bootcamp/workshop sessions:** 3 completed, 1 more planned
- **Mentorship and coaching:** Provided to the whole cohort (except a few on hold or in other initiatives)
- **Specialised, tailored support:** 14 SMEs
- **Post-programme check-ins:** High-impact survey for all; those not returning to the programme do not have planned check-ins

Beneficiary group overviews

<div>MDS</div> <div>All 36 completed GAP, chemistry, and are placed in tailored training</div> <div>Placement breakdown</div> <div>Tranche 1 17</div> <div>Tranche 2 10</div> <div>Tranche 4 6</div> <div>5 pending (removal, no show, gap, collaboration with Khusa, on pause)</div>
<div>MFP</div> <div>1 beneficiary completing CFP and a certificate in money laundering</div>
<div>ML</div> <div>Cohort journey includes<ul style="list-style-type: none">• Mindset shift journey (Janine, hybrid: April, Gauteng/KZN)• MFP portal access for 33 beneficiaries (May)• RE Training & Mentorship (July–October)• Exams (Nov–Dec 2025)• Re-writes (Dec–Jan)</div> <div>Updates<ul style="list-style-type: none">• Cohort 1: 15 attended in-person mindset shift (12 ready for training, 3 in career change/coaching)• Cohort 2: In-person KZN/CT sessions cancelled due to low commitment• Cohort 3: Online Mindset Shift course planned for August</div> <div>Monitoring and Evaluation</div> <div>M&E surveys to be sent out in September 2025</div>

INSETA Programme 2025

Programme structure

<div>Cohort</div> <div>15 IFAs onboarded for 2025; diagnostics completed, participation agreements signed, tailored growth plans developed</div>	<div>Delivery</div> <div>Mix of virtual and in-person bootcamps, mentorship, peer learning, and specialist projects</div>	<div>Key activities</div> <div>Diagnostics, growth plans, mentorship, bootcamps, specialist projects, peer sessions, coffee chats, and ongoing monitoring and evaluation</div>
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Programme activities and timeline

- **Bootcamps:** Covering CRM/SOPs, financial management, marketing/branding, sales pitching, and scaling up
- **Peer sessions:** Focused on building scalable/compliant business backbones, revenue growth, high-performance teams, and succession planning
- **Coffee chats:** Thematic discussions on tech trends, leadership, and sector insights
- **BMI check-ins:** Progress on focus areas and formal reassessment planned for October 2025

Key risks and lessons learned

- Risks identified

 - Succession planning and business continuity
 - Compliance and regulatory readiness (FSP registration, RE1 exams)
 - Financial health and debt management
 - Productivity and team performance
 - Market positioning and business model challenges
 - Resource utilisation and capacity constraints
- Interventions

 - Targeted mentorship, compliance clinics, financial management training, resource management coaching, digital transformation, and business model development

Progress and achievements to date

- Early wins

 - 3 IFAs completed RE1 or are in final steps of FSCA registration; 1 passed exams
 - 4 businesses launched or updated websites
 - 2 IFAs secured leads via Facebook or CRM tech
 - Team expansion started in 3 firms
 - 15 jobs created; 137 jobs supported
 - 33 specialist projects underway (themes: marketing, systems, compliance, financial management, strategy, HR/team building)
 - 96% bootcamp attendance rate
- Financials

 - Average monthly profit per SME: R55k
 - Average monthly revenue per SME: R99k
 - Revenue and profit trends show steady growth, but some data is still being collected/backdated
- Engagement

 - Commitment levels are high across the cohort
 - Business health is mostly medium to high, as assessed by mentors

- Lessons learned

 - Tailored mentorship and growth plan-driven structure are effective
 - Practical tools and specialist support drive progress
 - Group learning and peer accountability boost engagement
 - Early wins are visible, but tech readiness and compliance delays remain common blockers
- Next steps (for Q2 2025)

 - Deepen implementation: revenue tracking, SOPs, CRM use
 - Monitor specialist projects and ROI
 - Continue peer learning and thematic sessions
 - Prepare for midpoint BMI scoring and differentiated exit journeys for IFAs needing extended support

OUTsurance 2023/24 Kwande

Step 3

Start date:

1 August 2024

End date:

31 July 2025

YEAR 8 SINCE INCEPTION

The OUTsurance 2023/24 Kwande Programme is a Motor Body Repairer Initiative designed with a broad and long-term vision from its inception.

The strategic approach for Kwande 2023/24 involves guiding two key cohorts - QSE MBRs and eKasi MBRs - through multiple stages, or 'steps,' towards sustained success. The specific parameters and objectives for each cohort are outlined below.

COHORT 1, “QSE MBRS”

Details

- MBRs with a turnover of not less than R10mil and not greater than R50mil
- Current suppliers to OUTsurance

Objectives

Step 2 (completed)	Step 3 (Completing M&E)	Step 4 (from August 2025 to July 2026)
Grow the MBR from greater than R50mil turnover to become Generic Companies (i.e. over R50mil turnover), whilst ensuring that their customer service to OUTsurance improves or at least stays the same.	<ul style="list-style-type: none">• Obtain funding to enable significant growth (aiming for greater than 50mil revenue, or likely a maximum of 200% increase in revenue as a stretch target for those with a current turnover of between R24mil – R45mil)• Ensure sustained and improved levels of customer service to OUTsurance and their customers	<ul style="list-style-type: none">• Assist QSE MBRs with their access to funding;• Provide support during expansion of operation; and• Ensure they continue to provide high quality services to corporates during expansion.

COHORT 2, “EKASI MBRS”

Details

- MBRs that are in the region of R5m turnover
- Not current suppliers to OUTsurance, are within 20kms of a township in South Africa

Objectives

Step 2 (Completed)	Step 3 (Completing, M&E)
<ul style="list-style-type: none">• Help the MBRs establish what is needed to be able to be a supplier to OUTsurance• Assist in strengthening the foundations of the MBRs (implementing financial systems, ensuring operations are profitable, growing diverse revenue and developing branding and marketing collateral etc.)• Understand what funding is needed to close the gaps to getting onto the panel	<ul style="list-style-type: none">• Obtain funding to close the gap to being on the panel• Successfully get onto the panel, whilst being supported through their growth

The programme is designed as follows:

Step 2 (Completed)	Step 3 (Finishing)	Step 4 (Starting in August 2025 and ending in July 2026)
Started in October 2023 and will end in July 2024	Started in August 2024 and ending in July 2025, with a key focus on funding for SMEs	The key focus will be on enabling SMEs to scale up successfully while accessing additional funding <ul style="list-style-type: none">- Only the QSE cohort (7 MBRs) will progress into Step 4- The eKasi cohort (12 MBRs) are ending their journey on this programme

Programme highlights to date (as of c.18 months of BDS)

COHORT 1 – QSE MBR

QSE Programme overview: Successes and challenges

Successes

The OUTsurance Kwande Step 3 QSE Programme has catalysed tangible growth and positive transformation for its SMEs. Highlights include several businesses, such as Truck and Carbody and Tekton, executing ambitious expansion plans, including new business divisions and properties. Notably, Tekton celebrated major profitability achievements, implementing a facial recognition job tracking system and generating substantial profit figures consistently for several consecutive months. Truck and Carbody developed a strategic truck division, with financial models indicating a rapid payback and significant capacity growth.

G&T received external ESD assistance in the form of two vehicles to assist their MBR business. Springfield and Safana both commended their mentor support, with Springfield seeing value in new sales and data management systems, while Safana topped the SPAAS scores for several consecutive months, affirming their improved operational performance and customer acquisition.

Bens highlighted a strong focus on succession planning, successful fundraising (including a pre-approval from ABSA), and being rated #1 in their cohort at various points, demonstrating organisational resilience and growing market confidence. Lord Dent benefited from robust financial growth and the successful implementation of specialist projects.

 Read more about Status Autobody's success, an SME supported through the OUTsurance programme

Challenges

Despite these wins, several challenges persist. One of the MBR's faces ongoing issues with team cohesion and workshop accountability, grappling with leadership transitions and the negative impact of theft on profitability (“...the lack of profits over the last 5 years has been because of theft. We are now looking to rebuild the team spirit...” - MBR participant, July 2025). Tekton has consistently contended with tight cash flow and recognises the need for stepped-up marketing and social media engagement. Truck and Carbody's rapid expansion places strain on staffing and resources, and Springfield struggles with reliance on key individuals and a need to further enhance their sales focus.

Common risks identified by SMEs and mentors include the risk of overextending during growth (Truck and Carbody), the importance of prompt client payments (Bens), leadership or staff transitions, and tight cash flow management (Tekton, G&T). These are compounded for G&T by the financial impact of theft, which necessitated dismissals to address corruption.

SME feedback: Direct voices

"Our mentor feels like part of our business." (April 2025); "We managed to pinpoint what was stopping us from making a profit." (May 2025) -Thembi	"I am receiving valuable support during a challenging time." (April 2025) - Yastiel	"I feel more focused, and the specialist projects are really adding value." (April 2025) - John	"The programme is good, but I am still hoping and waiting for more funding opportunities." (November 2024) - Malcolm Moothal	"I really enjoyed the bootcamp." (October 2024) - Sakhumzi
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Conclusion

Overall, the QSE programme has driven remarkable business and personal growth, with most SMEs expressing high satisfaction with mentor support and programme structure. The primary ongoing challenges relate to financial discipline, change management, and operational controls, but momentum remains strong as SMEs continue to implement lessons, expand operations, and build sustainable, growth-oriented cultures.

COHORT 2 - EKASI SMES

eKasi Programme: Key results at a glance

Total SMEs supported: 12 township-based businesses

Qualitative highlights and number of occurrences

Qualitative Highlight	Number of SMEs (/12)	SME Names
Joined new insurance panels, secured major corporate clients, or signed new contracts	10	Elite, Status, Unique, End of Road, Greys, Refinish, German House, Lanseria, Zombodze, Scara
Implemented professional financial systems or achieved compliance milestones (tax, VAT, COIDA, RMA, UIF)	9	Elite, Unique, German House, Status, End of Road, Refinish, Greys, Scara, DC
Launched new services, expanded premises, or equipment upgrades	9	Refinish, Greys, End of Road, Scara, Elite, DC, Zombodze, German House, Status
Reported highest-ever/monthly turnover, profits, or significant revenue improvements	10	Status, End of Road, Greys, Lanseria, Unique, DC, Elite, Refinish, German House, Zombodze
Became profitable for first time or made significant turnaround in financial health	5	Unique, German House, End of Road, Greys, Scara
Hired/retained staff, or received support for interns/apprentices	4	Chivite, Greys, Status, Refinish
Mentored on improved cash flow management/business resilience	7	Unique, End of Road, Greys, Zombodze, Status, Refinish, German House

Selected SME feedback

MBR 1	“The business is finally on one of the biggest insurance panels (OMI).”
MBR 2	“Turnover hits R500K for the first time ever!”
MBR 3	“Got R600K SARS debt down to R150K post new accountant.”
MBR 4	“The business owner managed to get three interns from National Youth Development, at no expense.”
MBR 5	“Received 30-day payment terms from OEMs & 2 new clients.”
MBR 6	“Good profit for February month - good recovery from a slow December and January.”
MBR 7	“Registered with UIF. Obtained 1st Tax Clearance certificate. Registered as VAT vendor.”
MBR 8	“Signed a new SLA with Santam and Auto House came back to do business with Lanseria.”
MBR 9	“To hit R4m turnover; up more than 200% since the start! 2 new panels - MiWay/ABSA”
MBR 10	“Had a Porsche, a Ferrari, a Bentley and a Rolls Royce in this month, as well as a Prison Bus (New venture)”

SME sentiment

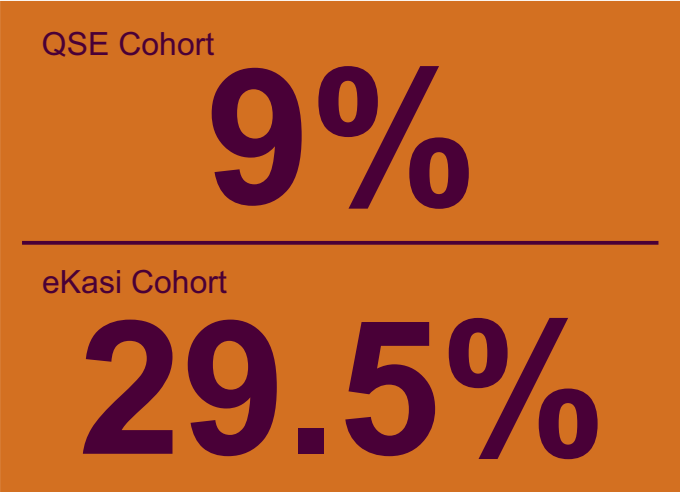
SME feedback is overwhelmingly positive, with most describing themselves as “**happy**”, “**empowered**”, and “**positive**” about their progress and support received, from practical milestones like new clients and profitability, to personal and team growth.

This powerful combination of support and opportunity is transforming eKasi SMEs into resilient, high-performing businesses, delivering real, measurable impact and inspiring growth in township economies.

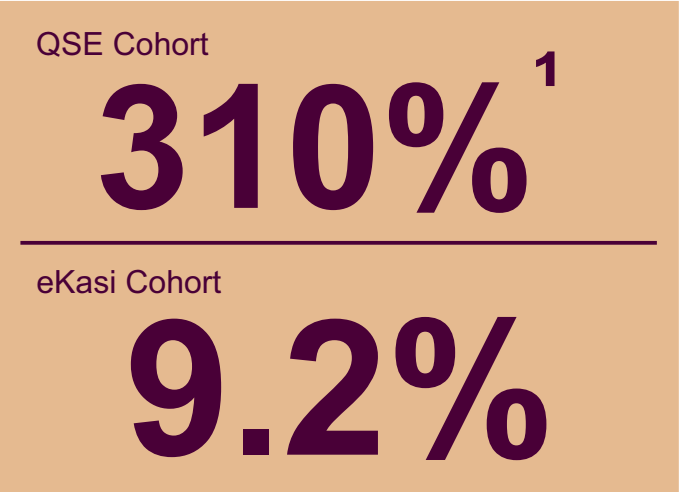
Programme impact



Average SME revenue growth



Average SME profit growth



¹This speaks to many efficiency improvements within the MBRs, such as car throughput, and leakage detection and removal.



OUTsurance Kwande BRC Programme

The **OUTsurance Kwande BRC Programme** has supported six SMEs - CL Home, JD Reliable, JFAM, Kuhns, Mbangi, and Sanjax since October 2024 and will conclude in December 2025. The programme has focused on improving business health, financial performance, employment, and operational resilience through mentorship and specialist interventions.

By July 2025, four of the six businesses (CL Home, JFAM, Kuhns, and Mbangi) reported high levels of business health and commitment, although Mbangi faced a financial crisis and JD Reliable struggled with financial systems.

Employment figures showed mixed results. JFAM grew to 22 full-time employees, JD Reliable reached 14, and Sanjax maintained 40. CL Home, however, reduced its workforce from 12 to 5. Despite financial and operational challenges, SME sentiment was largely positive, with most participants expressing satisfaction with the programme.

Key interventions focused on sales and marketing, financial turnaround, operational compliance, and risk management. Notable projects included website development for CL Home and Kuhns, QuickBooks setup for JD Reliable, and VAT reconciliation for Mbangi. Specialist project budgets ranged from R5,000 to R10,000, with completion rates between 20% and 100%.

Risks identified included poor financial reporting, VAT non-compliance (especially for Mbangi), declining procurement scores, and underinvestment in administrative capacity. Nonetheless, there were positive outcomes: Kuhns secured new contracts, Sanjax improved its SPAAS score from 68.2 to 91.49, and JFAM was featured in OUTsurance's grant pitch. The programme continues to deliver value by addressing core business challenges and enabling progress toward sustainability.

PROGRAMMES NOT RUN IN 2024/2025

The following programmes were on hiatus in 2024, due to either timing or sponsors re-looking their strategies, budgets and/or designs.

SANTAM BROKER PROGRAMME 2024/25

Awaiting Programme redesign

LIBERTY INTERMEDIARY PROGRAMME

Impact of Investment Funds

The ASISA ESD Funds have delivered measurable socio-economic value since 2013, demonstrating the power of catalytic capital in unlocking SME growth and transformation. The figures below reflect the cumulative impact across our full portfolio — including both active and exited investments — and showcase how our targeted investments are driving job creation, transformation, procurement inclusion, and green innovation in support of a more inclusive and resilient South African economy.

The ASISA ESD Funds have been set up to achieve multiple objectives, from securing ESD points for funders, transforming the sector by funding black-owned businesses, job creation, achieving strategic impact objectives for the finance services sector (FSS), consumer financial literacy, as well as the sustainability of the Funds themselves. Figure: Impact Wheel illustrates the impact achieved by the Fund from inception (2013) to the date of this report (28 February 2025).



Figure: Impact Wheel Fund impact only; this does not include ASISA Programmes

Notes:
Percentages next to impact metrics represents the percentage of deployed capital meeting the impact criteria
1. 2 exited investees were not majority black-owned at the time of investment as they were invested in before the Codes were revised (first two investments into the Fund). At the time of investment ED was defined only as being businesses under a certain revenue threshold. There was initially no ownership component. These have been exited. Furthermore, 1 investee has dropped below 51% black-owned due to international funding received. They were more than 51% black owned at the time of the Funds investment.
2. Jobs Supported = Jobs Created + Jobs Maintained + Indirect Jobs

3. Jobs Created = Permanent + Temporary jobs created during the investment period
4. Jobs Maintained = Current Jobs in Existence – Net Jobs Created
5. Indirect Jobs = Indirect jobs created during the investment period (e.g. those created in Kandua)
6. QSE (Qualifying Small Enterprise): A South African business with annual turnover between R10 million and R50 million. QSEs have simplified B-BBEE requirements compared to larger firms. EME (Exempted Micro Enterprise): A South African business with annual turnover of R10 million or less. EMEs have simplified B-BBEE compliance and usually qualify for a high empowerment level automatically. 4 Investees have grown beyond R50m in annual turnover since investment

Investments overview

Fund Manager's perspective

The ASISA ESD Fund marks its thirteenth year since inception, continuing to stand as one of South Africa's most prominent and enduring ESD initiatives.


With R720 million in assets under management and 72 committed capital providers contributing participation, loan, and grant capital, the Fund remains a benchmark model for industry collaboration in building inclusive economic growth. Over the past year, the Fund has continued to demonstrate the ability to scale impact while maintaining strong governance, capital preservation, and alignment to mandate.

To date, the Fund has deployed approximately R521 million to 48 high-potential SMEs. This includes 24 fully black-owned and 21 majority black-owned businesses, with 9 led by black women and 16 with youth representation in ownership. An additional 13 investees have youth representation in senior management. The Fund's investments have facilitated the creation of 2,934 jobs since the Fund's inception and the preservation of a further 776 jobs that pre-date investment. Over R230 million in procurement spend has been channelled from ASISA ESD investors to SMEs supported by the Fund over the past three years ended 28 February 2025.

The past year has also seen the Fund extend its reach into environmental outcomes. One of our supported SMEs prevented over 5 million kilograms of waste from reaching landfills and another realised roughly R1.5 million in energy cost savings over the past year. This example demonstrates how even a single climate focused venture in our portfolio can deliver tangible environmental benefits and highlights the potential for broader impact as we continue to cultivate innovation across the portfolio.

The Fund continues to be recognised for its impact and innovation. In the past year, several investees were recognised on national platforms — including Pineapple and EMGuidance being shortlisted for the 2023/2024 SAVCA Industry Awards. Investments such as RecoMed's strategic partnership with global pharmaceutical company Eisai, a leader in neurological and oncology therapeutics with a strong focus on emerging markets, and Sanari Capital's successful R1.25 billion fundraise, reflect both the strength and depth of the portfolio.

As we look ahead, the Fund remains well-positioned to deepen its reach and influence. The focus will continue to be on scaling catalytic, transformative investments while driving value for all stakeholders — funders, SMEs, and the broader ecosystem. We are grateful to our partners and collaborators who continue to shape the ESDI journey.

 Refer to page 7 for an overview of portfolio companies and investment themes

Throughout the lifespan of the Funds, investment themes are periodically updated to align with the evolving needs of the financial services sector. In the past year, we adjusted our deployment by retaining specific themes, selectively pursuing others, and opportunistically exploring new ones. Presented below are the Funds' investment themes, each subject to various predefined limits.



Black fund managers

Emerging fund managers with distinctive value propositions continue to be a priority, as they navigate the challenge of establishing a track record to attract capital. The Fund has deployed close to R50 million to date in catalytic funding to black fund managers, primarily to cover operational expenses as they establish their presence and scale in the market, facilitating their ability to attract further investment.



Black financial intermediaries

Finding suitable financial intermediaries to fund is challenging due to market fragmentation and varying sizes and stages of maturity. The Fund supports emerging financial intermediaries, particularly under the independent financial advisors theme. Leveraging the ASISA ESDI Programmes, the Fund can tap into a pipeline of black-owned financial intermediaries that demonstrate funding-readiness, fostering inclusive growth and addressing disparities in capital access and financial services.



Black stockbrokers

The capital adequacy requirements of the Johannesburg Stock Exchange (JSE) present a hurdle to scalability for smaller stockbrokers. Collaborating with the JSE, the Fund successfully addressed this challenge by introducing an innovative funding solution: the pre-funded settlement guarantee. To date, this initiative has allocated almost R100 million in funding to seven emerging stockbrokers, enhancing their market presence and enabling them to attract larger clients. Currently, two of these stockbrokers remain in the portfolio. One former participant leveraged the initial support to secure more competitive traditional funding, demonstrating the catalytic impact of the Fund's innovative funding mechanism.



Motor body repairers

Motor body repairers command a substantial share of wallet expenditure in the short-term insurance sector. The Fund addresses the funding gap in this underserved and undercapitalised sector, enhancing these businesses' capabilities and broadening their market access. This thematic approach underscores the Fund's dedication to fostering economic empowerment that extends to peri-urban areas. Funding in this sector remains challenging yet transformative. Over time, the Fund's introduction of this tailored funding instrument has broadened market optionality, enabling more players to access appropriate finance through alternative and more traditional channels.



Property services

Property services and similar ancillary services is another value-chain aligned investment theme, which includes tech-enabled products to reduce claims and resultant damage.



Inclusive innovation

The inclusive innovation investment theme empowers innovative SMEs owned by black entrepreneurs. The innovations of these SMEs have impacted stakeholder communities by using technology to tackle social and economic inequalities. Businesses supported through this theme include (amongst others) healthtech, insurTech and fintech companies.



Sustainable development goals

Through a strategic partnership with the AFD Group, the Fund introduced an “impact theme,” focusing on investments in companies whose business models contribute meaningfully to one or more of the United Nations Sustainable Development Goals (SDGs). The partnership is intended to benefit companies with a meaningful SDG-linked impact.



Green outcomes

Partnering with the Green Outcomes Fund (GOF), a collaboration between GreenCape supported by The Jobs Fund and the FirstRand Foundation, where the ASISA ESD Fund participated. This partnership promotes responsible stewardship of a healthier planet, aligns with the evolving priorities of ESD stakeholders and yields positive outcomes such as the creation of green jobs, reduction of carbon emissions, and the advancement of clean energy generation. The Fund's approach effectively balances its mandate for capital preservation with a commitment to environmentally sustainable practices.

Looking ahead, the upcoming year presents an opportunity for the Initiative to continuously improve on and fully embrace the potential unlocked by the mission to “empower growth,” irrespective of external challenges.

As at 28 February 2025:

Full Portfolio		<div><div></div> ED (Fund 1)</div> <div><div></div> SD (Fund 2)</div> <div><div></div> Combined</div>					
Investment Theme	# Deals			Investment Cost			
Property Services	8	7	1	49 345 168	48 845 168	500 000	
Inclusive Innovation	10	10	2	166 065 921	146 005 507	20 060 414	
Green Outcomes	5	5	5	124 584 133	78 098 095	46 486 038	
Black Stockbrokers	7	7	5	97 607 255	81 707 255	15 900 000	
Motor Body Repairers	8	6	3	10 825 581	4 575 581	6 250 000	
Black Fund Managers	5	4	2	42 658 908	37 018 908	5 640 000	
Sustainable Development Goals	3	3	2	27 962 483	17 762 483	10 200 000	
Black Financial Intermediaries	2	1	1	2 320 000	820 000	1 500 000	
Total	48*	43	21	521 369 448	414 832 996	106 536 452	

**As of 28 February 2025, the Fund has deployed capital to 48 investees, with commitments made to a total of 49 investees. The total of 48 deals include some that span both ED and SD Fund. As such the total is not the sum of 43 (ED) and 21 (SD)*

SME case studies

Empowered through Acceleration Programmes

Our Business Acceleration Programmes go beyond business advice. They create real, tangible change for entrepreneurs navigating the complexities of growth. The stories that follow highlight SMEs who have participated in our Enterprise and Supplier Development Programmes. Their reflections illustrate how targeted non-financial support, such as strategic mentorship, operational strengthening, and market access facilitation, has helped them overcome barriers, build resilience, and contribute to broader societal goals.

SME showcase



visit their website

ASISA ESD Programme | Motorbody Repair | South Africa
100% black woman-owned | Revenue growth



Hajira Ebrahim and Bilal Mia

Business overview

Status Autobody is a 100% black woman-owned motor body repair business in South Africa. Founded by Hajira Ebrahim and Bilal Mia, the business was started with no prior industry experience. They took over a struggling auto body repair workshop and rebuilt it with a vision to become a trusted Motor Body Repairer (MBR).

Challenges

- Lack of industry knowledge and operational frameworks
- Loss of insurer approvals after rebranding
- Cashflow issues and uncertainty in job pipeline

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

We started Status Autobody based on a leap of faith into the automotive repair industry. We saw real opportunity in the sector and believed it would be possible to unlock this together. This was despite us not having prior experience in this space.

Driven by this vision and our determination to build a trusted, professional panel-beating business, we took over a struggling auto body repair workshop. Our starting point was to learn about every facet of the industry.

Despite an early setback, including losing key insurer approvals following a rebrand, we persevered. We invested in equipment and systems to rebuild our credibility, and have worked day-by-day to grow the business to a point of sustainability. Our goal is to become a trusted and preferred Motor Body Repairer (MBR) to the insurance and fleet industries, delivering exceptional quality and service to our customers and clients.

What are the most significant challenges you face as an SME and how has OUTsurance's support helped your business grow or overcome key challenges?

Before joining the OUTsurance programme, our business was facing significant challenges especially in terms of operations and finance.

As newcomers to the sector, we didn't have the industry knowledge or operational frameworks that our competitors had. This impacted our efficiency and growth.

The loss of insurer approvals had compounded this. It meant that we effectively had to relaunch the business on shaky ground where we didn't have the cashflow or job certainty we had been counting on.

The programme support we received, especially through the mentorship, leadership coaching and structured operational guidance, has helped us to turn things around. With improved internal processes now in place, we're beginning to regain market confidence and have laid the foundation for sustainable growth.

What specific programme or intervention had the most meaningful impact on your business?

The dedicated mentorship has had a transformative impact on our business and on us as individuals. From the beginning, our mentor Charlene Lamb, emphasised the power of consistency; working day-by-day to achieve small wins. We are seeing the results of this in our business already.

Charlene worked with Hajira in particular to develop leadership confidence, instill structured staff and customer management practices and implement operational systems. This enabled her to take decisive action, promoting accountability and consistency within our team. We have seen team dynamics and customer engagement improve significantly as a result.

It also empowered Hajira to recognise her value as a business leader, and step fully into that role. With a stronger sense of purpose and direction, Status Autobody has become more disciplined and strategic in its operations.

How has your business contributed to job creation or skills development in your community?

Through the changes introduced by the programme, we have strengthened our internal team culture; focusing on fair but firm leadership and clear expectations. The impact of this is clearly evident in improved employee performance, higher levels of accountability and increased customer satisfaction, which is critical for future onboarding with insurers, including OUTsurance.

We are operating as a far more cohesive unit, with better communication and role clarity, laying the groundwork for future employment opportunities as we grow.

Can you share an example of a success or milestone achieved with ASISA ESD's support?

By the end of our programme cycle, we had achieved a significant monthly turnover - a milestone that once felt out of reach in such a short time frame. April 2025 was also a record-breaking month for us, despite the impact of public holidays.

This growth was made possible through a combination of structured planning, operational discipline, strategic mentorship and consistently "showing up".

We are now positioned for further expansion, with a target to double our monthly turnover in the next financial year

What message would you like to share with capital providers who support these initiatives?

OUTsurance's support has been a catalyst for transformation within our business. Beyond systems, tools and processes, the programme has given us renewed belief in ourselves: to lead, to grow and to build something bigger than ourselves.

Investing in small businesses like ours speaks to a greater commitment to grow and build communities and local economies one SME at a time. Given the current market conditions, these interventions, especially in our sector, have never been more critical. We encourage sponsors and funders to continue supporting local SMEs: unlocking opportunities and providing a meaningful hands-up when it really counts.

Programme impact



The OUTsurance programme provided mentorship, leadership coaching, and operational guidance



Improved internal processes led to regained market confidence and sustainable growth



Mentorship from Charlene Lamb helped develop leadership confidence and operational discipline

Key achievements



Monthly turnover reached a significant milestone by the end of the programme cycle



Record-breaking month in April 2025 despite public holidays



Improved team dynamics and customer engagement

Future goals



Grow monthly turnover significantly in the next financial year



Continue building a disciplined and strategic operation




Expand employment opportunities and contribute to local economic development

ASISA - Enterprise and Supplier Development Integrated Report 2025

25

SME showcase



visit their website

Independent Practice | Financial Services Sector | National Footprint
100% black-owned | Multi-generational leadership team



Nick Moloi



Can you tell us about your business: its purpose, goals, and what inspired you to start it?

We founded Tshepiso Advisory Services (Pty) Ltd to empower individuals, families and professionals to take control of their financial futures. This driving wish and strategic intention was fuelled by my own life experience and my experience of working with communities where this is needed the most.

Our business is built on the principle that with the right advice, anyone can make informed financial decisions that lead to peace of mind and long-term prosperity. Its name “Tshepiso” means “promise” – which is also my daughter’s name and a powerful reminder of the legacy we wish to build.

As an authorised FSP, we offer tailored wealth management, retirement planning and insurance solutions to a diverse client base, including executives, professionals, entrepreneurs and high net-worth individuals.

Our purpose is simple: to help clients meet their life goals through intentional, structured financial planning.

What are the most significant challenges you face as an SME and how has industry support helped your business grow or overcome key challenges?

Operating in the financial services industry comes with high compliance demands, intense competition and the need to constantly build trust with clients.

One of our earliest challenges was navigating the complex regulatory environment while also establishing credibility in a traditionally exclusive industry. Support from sector partners and programme mentors played a vital role in guiding me to refine my operational model, sharpen my client engagement approach and enhance my governance processes.

What specific programme or intervention had the most meaningful impact on your business?

This was my first experience of a development programme, surpassing my expectations.

The mentorship and peer learning within the industry have proven instrumental in terms of structuring a positive foundation for the business, and helping us to gear for growth. These engagements provided strategic insights into client servicing models, succession planning and digital enablement. We also benefited significantly from a refreshed brand identity (including an enhanced website) and a high-performance CRM system. These tools have allowed us to operate more efficiently and build more meaningful, long-term relationships with our clients.

How has your business contributed to job creation or skills development in your community?

Tshepiso Advisory is committed to fostering leadership from within. Our team is composed of emerging and seasoned financial professionals working together to develop new talent and sustain a values-driven business.

We actively involve the next generation, including young professionals who are interested and engaged in the work we do. We are building their capabilities and experience through initial exposure to operational and client-facing work. This hands-on mentorship is assisting with knowledge transfer while building a foundation for future succession.

We also contribute to financial literacy in communities by demystifying investment and planning principles. This is critical to unlock potential and ultimately grow wealth where it is needed most.

Can you share an example of a success or milestone achieved in your business journey?

One of our most significant achievements has been the formalisation of our advisory practice into a structured, multi-advisor firm. The expansion of our service offering has positioned Tshepiso Advisory as a trusted player in the financial services space.

Our website now reflects the professionalism and depth of service we provide, reinforcing the credibility of our growing client base.

What message would you like to share with capital providers who support initiatives like this?

Advisory firms like ours are playing a crucial role in shifting the financial futures of South Africans. Support from capital providers and development institutions is key to growing credible black-owned practices that serve communities with excellence.

Every bit of investment, whether in training, digital tools or exposure, creates a ripple effect of empowerment, inclusion and wealth creation. We remain deeply committed to this vision and excited for what lies ahead. The ASISA ESD programme team will always be valued and recognised as the people who backed us from the beginning. For this we are deeply grateful.

Programme impact



First experience of a development programme, exceeding expectations
Mentorship and peer learning helped structure a positive foundation and gear for growth



Strategic insights into client servicing, succession planning, and digital enablement



Enhanced brand identity and implementation of a high-performance CRM system

Key achievements



Formalised advisory practice into a structured, multi-advisor firm



Expanded service offering and positioned as a trusted player in the financial services space



Professional website reflecting depth of service and credibility

Future goals



Continue fostering leadership and developing new talent within the team



Promote financial literacy in communities to unlock potential and grow wealth



Maintain commitment to empowerment, inclusion, and wealth creation



Recognise and value the ASISA programme team for their foundational support

ASISA - Enterprise and Supplier Development Integrated Report 2025

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SME showcase



 visit their website

ASISA ESD Programme | Financial Services Sector | Gauteng
100% black female-owned | Succession in progress



Jacqui Loate

Business overview

Beyond Investment is a 100% black female-owned financial services firm based in Gauteng. Founded in 2022 by Jacqui Loate, the business aims to help individuals and families build sustainable wealth and make informed financial decisions. The name 'Beyond Investment' reflects the founder's purpose and vision to serve underserved communities through financial empowerment.

Challenges

- Overcoming fear of failure and the pressure of being a sole decision-maker when starting a business
- Facing delays in business registration and challenges due to limited operational support

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

I founded Beyond Investment in 2022, leveraging my 16 years of experience in the financial services sector.

I was originally trained in human resource development and training but transitioned into finance when I joined SRM Financial Brokers as an administrator. Driven by curiosity and the realisation that communities were in critical need of this financial knowledge, I started developing my skills in this space.

Soon thereafter, I started to imagine building a business that would provide key financial services to clients, especially in underserved communities. My vision is to help individuals and families build sustainable wealth and make informed financial decisions to create wealth generationally. I named the business “Beyond Investment” to capture my purpose and the inspiration driving me and my team to fulfil this dream.

What are the most significant challenges you face as an SME and how has ASISA ESDI's support helped your business grow or overcome key challenges?

Starting Beyond Investment came with its own set of challenges, including the fear of failure and the pressure of being a sole decision-maker.

The process of registering the business itself was delayed, meaning that I needed assistance to get it off the ground. ASISA ESDI's support, which began during my participation in the 2020/2021 programme, was transformative. Through mentorship and industry-specific exposure, I gained confidence, strategic clarity and built a stronger operational foundation to move the business forward.

What specific programme or intervention had the most meaningful impact on your business?

The ASISA Enterprise and Supplier Development Programme, including mentorship from Mariet Kaps played a crucial role in reshaping my leadership mindset. It assisted me to create a sustainable foundation to build and grow my business from the very beginning. This has ensured it is positioned for long-term success.

The programme provided key tools including a CRM system, professional promotional materials and a business website, that allowed Beyond Investment to present itself credibly to clients, and “go to market”. Most importantly, it gave me access to critical business insights, guided my succession planning process and instilled the confidence needed to lead and scale.

How has your business contributed to job creation or skills development in your community?

Beyond Investment is laying the groundwork for future impact by incorporating succession planning into its core strategy.

I am actively involving young family members in the business, exposing them to the principles of financial management and entrepreneurship. This is based on the interest they have expressed in my work, and how they resonate with the purpose and intention of the business.

I also recently hired an administrative assistant to help formalise operations, drive action and ensure I can focus on strategic priorities.

This growth in a comparatively short period, demonstrates the business' potential. It also speaks to my vision of growing a values-driven, future-ready business that creates lasting opportunities for the next generation.

Can you share an example of a success or milestone achieved with ASISA ESDI's support?

My greatest success has been personal: finding my voice as a leader and recognising the long-term value my business can bring to others. This process was largely unlocked through the dedicated mentorship offered by the programme. Mariet's ability to engage and explain key concepts with sensitivity and care was instrumental in supporting me to take critical next steps with confidence. I am exceptionally grateful for her contribution.

What message would you like to share with capital providers who support these initiatives?

ASISA ESDI's investment went far beyond what I expected. It has helped shape this critical chapter of my life, giving me the opportunity to build a business “that matters”.

These interventions created a real impact not just financially, but for people, families and communities I serve. We need more representation in the financial services sector and for programmes like ASISA to help open doors that were previously closed. I am deeply thankful and hopeful for what lies ahead.

Programme impact



Mentorship from Mariet Kaps reshaped Jacqui's leadership mindset



Provided essential tools including a CRM system, promotional materials, and a business website



Guided succession planning and instilled confidence to lead and scale the business



Offered industry-specific exposure and mentorship
Helped build confidence and strengthen strategic clarity

Key achievements



Founding and formalising Beyond Investment



Hiring an administrative assistant to support operations



Involving young family members in succession planning



Gaining strategic clarity and leadership confidence through mentorship

Future goals



Grow into a values-driven, future-ready business that creates lasting opportunities for the next generation



Committed to increasing representation in the financial services sector and continuing to serve communities with excellence

SME showcase



 visit their website

ASISA ESD Programme | Financial Services Sector | Eastern Cape
100% black-owned | Independent insurance and financial advisory firm



Luvo Tutani

Business overview

Imijelo Consulting is an independent insurance and financial advisory firm based in the Eastern Cape. Founded by Luvo Tutani and inspired by his personal experience with insurance, the firm has grown into a purpose-led, community-rooted business with national reach and impact. Its core focus is on providing long-term insurance and financial planning solutions that empower clients to build secure futures.

Challenges

- Transitioning from corporate to independent practice
- Limited access to capital and compliance systems
- Building a client base from scratch without administrative support

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

My journey into the insurance sector began in 2005 at Alexander Forbes, driven by both personal experience and professional curiosity.

A fire incident earlier in my life exposed me to the real value of insurance, which sparked a desire to better understand and eventually serve in this space. After years of working in corporate environments, including a pivotal role at Marsh when I moved to Cape Town in 2012, I made the life-changing decision to go independent in 2016.

Today, my advisory firm is built around empowering clients through long-term insurance and financial planning solutions. My purpose-led goal is to grow a purpose-led, community-rooted business with national reach and impact, while also creating opportunities for youth and contributing to sector transformation.

What are the most significant challenges you face as an SME and how has ASISA ESD’s support helped your business grow or overcome key challenges?

Transitioning from the structure of a corporate role into the uncertainty of running a small, independent practice came with significant challenges, especially around access to capital, compliance systems and building a client base from scratch.

Without the backing of a book of business or administrative support, every process had to be built from the ground-up.

The ASISA ESD programme, supported by Edge Growth, provided a much-needed lifeline. From business coaching and strategic planning to profile development and funding readiness, the programme helped me formalise operations and unlock opportunities that would have otherwise remained out of reach.

What specific programme or intervention had the most meaningful impact on your business?

The most meaningful interventions were the combination of personalised mentorship and targeted business development support. My mentor helped me translate vision into strategy – refining my business plan, thinking through compliance frameworks and preparing for critical conversations with funders.

As a result, I was able to successfully secure an interest-free loan from Hollard to support business expansion. The programme also enabled the development of my website and professional business profile, opening new doors and enhancing my credibility in the market.

How has your business contributed to job creation or skills development in your community?

Developing the next generation of professionals is a core focus of my business. I am currently preparing to onboard learners into full-time roles, offering them exposure to real-world insurance operations, client management and digital process automation.

Through mentorship and on-the-job training, I aim to build skills in both technical and ethical dimensions of the industry, while helping young people gain confidence and purpose through meaningful work.

Can you share an example of a success or milestone achieved with ASISA ESD’s support?

A major milestone was securing funding from Hollard – a development made possible by the clarity, structure and professionalism instilled through the ASISA ESD programme. That funding has positioned me to expand strategically and confidently pursue new markets, including in the construction sector.

I am now also in advanced discussions with Hollard Insurance, which could open up further growth avenues and increase market presence. These conversations would not have been possible without the foundation laid through the ASISA ESD programme.

What message would you like to share with capital providers who support these initiatives?

Backing entrepreneurs like myself empowers each of us to be critical change agents in our communities.

Support from programmes like ASISA ESD’s makes it possible for businesses to grow with integrity, responsibility and long-term vision: to realise their purpose and make a difference.

I am sincerely grateful for the mentorship, resources, and encouragement I have received throughout this intervention. With faith, family and the right partnerships, I believe SMEs like mine can build enterprises that not only thrive but also create lasting impact where it matters most.

Programme impact



Support from the ASISA ESD programme and Edge Growth enabled formalisation of operations



Received business coaching, strategic planning, and funding readiness support



Enhanced credibility through website and professional profile development

Key achievements



Secured an interest-free loan from Hollard for expansion



Advanced discussions with Hollard Insurance for further growth



Positioned to enter new markets including the construction sector

Future goals



Onboard learners into full-time roles for skills development



Expand market presence and pursue strategic growth opportunities



Create lasting impact through mentorship and community engagement

SME case studies


Fuelled by Investment Funds

Our investment Funds support black-owned SMEs with the capital and support they need to scale. These entrepreneurs represent the next generation of industry leaders, agile, innovative, and determined to make a difference. Their stories reflect how ASISA ESDI's equity, debt, or blended finance solutions have helped unlock their potential, expand operations, and amplify their contribution to employment and skills development in South Africa.


SME showcase

SANARI

CAPITAL

 visit their website

ASISA ESD Fund | Private Equity Sector | National Reach
51% black female-led | Transformational Growth Focus



Samantha Pokroy and Moushmi Patel

Business overview

Sanari Capital is a private equity firm focused on driving inclusive economic growth by investing in high-potential, founder-led and owner-managed businesses. The firm is 51% black female-led, with a national reach, and applies its distinctive 3S Approach, ensuring that portfolio companies are Sustainable, Scalable, and Saleable.

Challenges

- Limited access to capital as an emerging fund manager
- Underrepresentation of diverse leadership in the investment space
- Navigating perceptions, market entry barriers, and compliance complexity

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

Sanari Capital is a private equity firm. We founded it based on our deep conviction that we could help drive inclusive economic growth by investing in and scaling high-potential, founder-led and owner-managed businesses.

From the outset, our mission has been to back management teams who are solving real challenges in their markets, while unlocking both financial and social returns and driving sustainable value creation. We have always believed this is possible, and can now prove that it is!

We have been able to draw on both of our skillsets and expertise in terms of global private equity experience and our passion for emerging markets to build a portfolio of businesses that are sustainable, scalable and saleable (Sanari's 3S Approach): representative of South Africa's entrepreneurial potential. We believe our work is just starting.

What are the most significant challenges you face as a growth company/emerging fund manager and how has ASISA ESD's support helped your business grow or overcome key challenges?

As an emerging majority-black and woman-led fund manager, Sanari faced the dual challenges of limited access to capital and the underrepresentation of diverse leadership in the investment space.

Building a credible track record while securing anchor investors required navigating perceptions, market entry barriers and compliance complexity.

ASISA's support was catalytic. It provided funding, capacity building and validation at a crucial stage of our development, helping Sanari establish credibility and attract further institutional investment.

What specific programme or intervention had the most meaningful impact on your business?

Through the ASISA ESD Initiative, we received working capital that enabled us to invest in our capability and capacity, well ahead of what our AUM could sustain. We always intended on building a leading, institutional private equity firm and knew that to achieve this, we needed a top-quality team.

In addition, we were able to implement best-in-class business practices and governance structures, while partnering with expert third-party providers to enhance both our credibility and market competitiveness.

Beyond financial backing, ASISA unlocked access to critical networks, industry learning and ecosystem engagement. These interventions helped our team refine our fund strategy, deepen our impact lens and position our brand as a differentiated and credible player in South Africa's private equity landscape: one that is impact-led and well worth watching.

How has your business contributed to job creation or skills development in your community?

Sanari's investment philosophy is rooted in inclusive growth. The businesses we back are job creators, skills incubators and economic multipliers.

By investing in founder-led enterprises, we contribute to job creation, leadership development and gender transformation across our portfolio. These remain non-negotiables for us.

Internally, we prioritise diversity and mentorship, and have been privileged to unlock opportunities for next-generation black investment professionals through both our operations and investment process.

Can you share an example of a success or milestone achieved with ASISA ESD's support?

A key milestone was the successful capital raise for Sanari's 3S Growth Fund, representing the country's leading institutional investors, with ZAR1.5bn in capital commitments.

This fund has enabled us to begin deploying capital into mid-market companies with strong growth potential and social impact alignment. The credibility gained from our early backers at first close accelerated our visibility and opened the door to further institutional capital.

What message would you like to share with capital providers who support these initiatives?

ASISA ESD's backing of Sanari Capital demonstrates what's possible when funders invest with vision and purpose.

Their support not only helped us to build a credible investment firm. It created a ripple effect of positive impact in medium-sized enterprises in South Africa.

Investing in diverse fund managers is a smart, strategic commitment to transforming our economy. We are honoured to be part of this journey and excited to continue building businesses that matter.

Fund impact



Received funding and capacity building from the ASISA ESD Fund



Established credibility and attracted institutional investment



Implemented best-in-class governance and business practices



Gained access to networks and industry learning

Key achievements



Raised R1.5bn for Sanari's 3S Growth Fund



Began deploying capital into mid-market companies with growth and impact potential



Enhanced visibility and credibility in the private equity landscape

Future goals



Continue building a differentiated, impact-led investment firm



Drive transformation through investment in diverse fund managers



Scale businesses that deliver financial and social returns

ASISA - Enterprise and Supplier Development Integrated Report 2025

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SME showcase



visit their website

ASISA ESD Fund and Programme | Financial planning business | National Reach | 100% black owned | Multigenerational leadership team



Ebrahim S Moola and Hoosen Bobat



Business overview

Bobats is a 95-year-old investment-led financial planning business that has been passed down through three generations of family leadership. Today, it is 100% black-owned and guided by a multigenerational leadership team. The firm is dedicated to providing financial clarity, security, and freedom, empowering clients through education, ethical advice, and long-term partnerships.

Challenges

- Balancing growth with capacity while maintaining service excellence
- Limited brand visibility and operational infrastructure
- Resource constraints for scaling up meaningfully

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

Bobats is a 95-year-old investment-led financial planning business that has been passed down through three generations of family from previously disadvantaged and diverse backgrounds.

Our business was born from a passion for helping individuals and families achieve financial clarity, security and freedom.

As a financial advisory practice, we recognised a gap in accessible, values-driven financial planning, particularly for those who may feel overwhelmed and lost by traditional institutions.

Our purpose is to empower clients through education, ethical advice and long-term partnerships that help them meet their goals and live the purposeful life of their choice. Our vision is to grow a practice that balances professionalism with personal connection, and that makes a meaningful difference in the lives of our clients and our community.

What are the most significant challenges you face as a growth company/ SME and how has ASISA ESD’s support helped your business grow or overcome key challenges?

As a boutique business, one of our biggest challenges has been balancing growth with capacity, ensuring we maintain service excellence while trying to expand.

We also faced hurdles around brand visibility, operational infrastructure and accessing resources to scale up meaningfully.

ASISA ESD's support, in collaboration with Edge Growth, was a game-changer. It allowed us to invest in areas we had previously had to forego due to budget constraints, from website upgrades to hiring support staff, creating consistent client communications like newsletters and improving our physical workspace to reflect the professional standards we aspire to.

What specific programme or intervention had the most meaningful impact on your business?

The ASISA Practice Management Programme itself was deeply impactful, not just from a funding perspective, but from a strategic one.

The structured guidance on how to build a more sustainable, client-centric and growth-ready business was invaluable.

The programme assisted us to develop a business plan, improve systems and processes, enhance our client segmentation and create meaningful fee structures. This improved our investment philosophy and process, and helped us to maintain skills development.

The financial support received from ASISA ESD allowed us to implement those lessons practically, by refreshing our marketing collateral, streamlining internal processes and enhancing our team's capacity. This dual combination of knowledge and funding was critical in taking us from aspiration to action.

How has your business contributed to job creation or skills development in your community?

With the support of ASISA ESD and Edge Growth, we were able to hire new team members, including administrative and support staff: roles that have not only helped our business run more efficiently but also provided local employment opportunities.

We are committed to upskilling within the business and providing mentorship and training, especially for younger individuals interested in financial services.

Bobats provides the opportunity for our staff to enhance their knowledge, improve their level of understanding of the industry and empower themselves through education and various training.

All of our staff have successfully enrolled and completed various levels of Wealth Management Courses through Sanlam. We also ensure staff receive regular training on relevant and useful topics throughout the year. We promote a healthy work-life balance and encourage staff to not only have a fulfilling job but to endeavour to have fulfilling lives. We are extremely proud of the culture we have created at Bobats that lends itself well to a healthy work environment.

Creating a space where people can grow their careers while serving their community is a key pillar of our business ethos.

Can you share an example of a success or milestone achieved with ASISA ESD’s support?

Rather than a single moment, the support from ASISA has enabled a series of strategic improvements that collectively marked a major turning point in our business.

With their backing, we were able to focus on critical areas such as business development and strategic planning, which gave us a clear roadmap for growth. We enhanced our marketing and branding efforts to reflect our identity and value proposition, and invested in client communication tools like newsletters and digital engagement platforms.

Operational efficiencies were improved through better systems and technology adoption, and the ongoing mentorship we received helped strengthen both our leadership and decision-making.

The combination of interventions has allowed us to operate more efficiently, connect more meaningfully with clients and lay a strong foundation for sustainable growth.

What message would you like to share with capital providers who support these initiatives?

To the investors and funders supporting initiatives like this: your contributions are not just enabling business growth, they are unlocking real transformation.

Programmes like ASISA ESD’s are creating real-life long-term success stories. Thank you for believing in us and for recognising that with the right support, our business can make a big impact.

Fund impact



Support from the ASISA ESD Fund enabled strategic investments



Upgraded website and hired support staff



Improved client communications and physical workspace



Enhanced business planning, client segmentation, and fee structures

Key achievements



Improved operational efficiencies and team capacity



Enhanced marketing and branding efforts



Strengthened leadership and decision-making



Created a healthy work environment with ongoing staff training

Future goals



Sustainable growth through strategic planning and mentorship



Continued investment in staff development and client engagement



Expand impact and transformation in the financial services sector

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SME showcase



visit their website

ASISA ESD Fund and Programme

Construction Sector Western Cape

100% black-owned | 36 full-time employees

Dane Thomson, Justin Thomson and Tenille Pearce

Business overview

JBS Building Co is a 100% black-owned construction business based in the Western Cape, employing 36 full-time staff. Founded by siblings committed to rebuilding their family's legacy in construction, the company is driven by a purpose-led vision to uplift communities through the delivery of high-quality construction projects.

Challenges

- Impact of Covid-19 on contracts and workforce
- Need for financial restructuring and market diversification
- Maintaining workforce during economic uncertainty

Can you tell us about your business: its purpose, goals, and what inspired you to start it?

As young children, our parents were our inspiration, as we witnessed them taking the bold step of leaving their jobs to work together as entrepreneurs to build a family business in construction. We saw all their sacrifice, dedication and hard work pay off over time which positively impacted the quality of life of our family as well as all the people their business impacted.

We were exposed to the very raw and real path of entrepreneurship for most of our lives, and were inspired by their resilience, courage and remarkable determination.

During the 2008 economic downturn, our parents' business was affected and subsequently resulted in their voluntary liquidation. This was a life-changing experience for all of us, and in 2010, we came together as siblings to rebuild our family legacy and started Judante Building Solutions, known today as JBS Building Co. Our vision was purpose-led and inspired by our collective journey to date. We deeply understood the value of “homes” and “buildings” far beyond bricks and mortar, and wanted to uplift communities through the quality construction, repair and maintenance of homes, offices and public facilities.

In 2020 we rebranded to become JBS Building Co, to convey our growth and evolution, and in acknowledgment of the collective contribution of every team member to date who helped in building our company. Our logo tells the story of how the three of us came together to build a “new home” for our family business, and the promise of what is to come.

What are the most significant challenges you face as an SME and how has ASISA ESD's support helped your business grow or overcome key challenges?

We are fortunate to have a long history of support from ASISA ESD.

Perhaps one of the most pivotal examples of support received was during and post Covid-19. Like many SMEs, we faced significant challenges during the pandemic. There was growing uncertainty around contracts, shifting market conditions and pressure to maintain our workforce, which we had been expanding as we geared for growth.

ASISA ESD's support throughout this period ensured the business was not only able to survive but also keep the foundations for us to continue to scale. They were there throughout, providing funding, strategic support and mentorship.

Thanks to their intervention, we were able to expand operations and strengthen our financial structures which enabled us to diversify into a new market segment, ultimately bringing larger, more professionally natured construction projects. They unlocked funding when it was needed most. This meant we could take on some of the biggest projects JBS had ever been awarded post Covid.

What specific programme or intervention had the most meaningful impact on your business?

We participated in the Sanlam/Santam ESD Programme. The blend of funding, business coaching and post-investment mentorship support that we received from ASISA ESD was instrumental in our professional development as business owners, and helped guide and shape our growth path from a small to medium sized construction company in a remarkably tight timeframe.

Through the workshops, seminars and one-on-one strategic engagements, our team received the tools and insights needed to restructure how we managed our finances; refine our new business approach; target higher-value projects; and deepen our market understanding.

Industry-specific mentors also shared critical insights and challenged our strategy and thinking in a very positive and empowering way. This helped us analyse new “opportunities” far more intentionally, set better internal standards and implement a future-focused strategy that aligned with our growth ambitions.

How has your business contributed to job creation or skills development in your community?

While our numbers have fluctuated over the years in line with industry dynamics, JBS Building has grown to employ 36 full-time staff. We are committed to growing and empowering them to more effectively build our brand value.

While staff turnover has been a challenge, we have responded by formalising our employee value proposition and investing in employee training. We are focused on upskilling and aligning staff with the company's core values to build a strong, disciplined team that is equipped to deliver excellence across all projects.

We strongly believe in providing opportunities for youth and professionals seeking to build their own careers in the construction sector wherever we can, based on our own journey.

Can you share an example of a success or milestone achieved with ASISA ESD’s support?

With ASISA's support, JBS Building experienced significant revenue growth; tripling revenue from R24 million in 2020 to R75 million in 2025. This growth represents a turning point for our business, especially as it comes directly in the wake of Covid with players in the industry still struggling to recover.

Achieving this growth milestone has allowed us to target larger infrastructure contracts and reposition JBS as a supplier of choice for turnkey projects within the industry.

Equally important has been the cultural shift within the business, driven by mentorship and structured leadership, which has ensured we operate with greater professionalism, confidence and strategic intent.

What message would you like to share with capital providers who support these initiatives?

The impact of ASISA ESD's investment goes far beyond numbers. For us as a family-owned and led business, it meant survival during one of the toughest economic times and the ability to grow into a company that now supports dozens of families.

Programmes and funding opportunities like these make it possible for local entrepreneurs to realise their full potential, build lasting enterprises and contribute meaningfully to national development. We are immensely grateful for the continued belief in our vision, purpose and capabilities, and more determined than ever to continue delivering on the social intent at the heart of our business.

Fund impact



Support from the ASISA ESD Fund during and post-Covid ensured survival and scalability



Funding enabled expansion into new market segments



Participation in the Sanlam/Santam ESD Programme provided mentorship and strategic guidance



Improved financial structures and business strategy

Key achievements



Revenue growth from R24 million (2020) to R75 million (2025)



Targeting larger infrastructure contracts



Cultural shift towards professionalism and strategic intent



Employment of 36 full-time staff with a focus on training and upskilling

Future goals



Continue scaling operations and targeting turnkey projects



Deepen impact through youth employment and sector transformation



Strengthen internal culture and leadership development

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Our contributors

Today, the ASISA ESDI is proud to count 72 current funders and 29 current programme sponsors, some of which are within the same corporate groups, ranging from financial institutions to corporates, who entrust us with the mandate of inclusive economic transformation. Their capital and confidence enable us to invest in black-owned SMEs, catalyse job creation, and deliver meaningful impact across South Africa.

In 2025, we undertook a comprehensive independent capital provider survey to assess how well we are meeting the expectations of our valued partners. With an 81% response rate representing over 92% of assets under management, the findings were both encouraging and instructive.

What we heard

We are heartened by the fact that over 90% of funders rated the Fund's management, professionalism, and reporting quality positively, with 81% considering ASISA ESDI a key option for future investment.

However, funder satisfaction does not automatically translate into reinvestment. The survey revealed that 42% of respondents expressed conditional interest in reinvestment, with clear calls for stronger value chain alignment, clearer reporting on capital allocation, and more personalised impact insights.

In addition, while many view our pooled fund model as a strength, several capital providers expressed the need to better understand how their contributions translate into tangible impact. Others raised concerns about programme-level costs, the pace of innovation, and how governance between the Fund and Programmes is structured and communicated.

How we are responding

We take this feedback seriously and are committed to transparent, proactive engagement. In response, we are:

- **Reviewing our funder and sponsor communication model**, including more tailored reporting
- **Enhancing transparency** on capital allocation and financial performance through clearer dashboards and reporting formats
- **Exploring ways to enhance programmes** with sponsors to align with their ESG and procurement priorities
- **Clarifying roles and governance structures** between the Fund and Programmes to reduce complexity and improve oversight
- **Increasing storytelling and impact narratives**, to complement metrics with human outcomes

An invitation


We believe that partnership is a journey. We are deeply grateful for the continued support of our capital provider community and recognise that the work ahead requires active collaboration. We invite our funders and sponsors to help shape the next phase of the ASISA ESDI, by deepening their involvement, sharing their insights, and unlocking opportunities for SMEs within their own supply chains.

Capital providers and programme sponsors




Value proposition for contributors


Our Funds and Programmes offer complementary value through the following features




Strong governance




Evergreen fund




Black-owned SME focus with key themes/ stakeholder initiative




Capital Providers
Reasons why providers contribute



B-BBEE for capital providers



Pooled industry fund






Economics of scale

ASISA ESDI enables funders and sponsors to achieve both impact and compliance, delivering on their transformation objectives while making a meaningful contribution to inclusive economic growth.

Capital providers to ASISA ESDI can invest via a range of financial instruments, each structured to optimise Enterprise and Supplier Development (ED and SD) scorecard recognition in accordance with the Financial Services Code (FS Code).

Contribution mechanisms for ASISA ESDI

 Grant capital (applicable to Programmes and Funds)	 Loan capital (applicable to Funds only)	 Investment capital (applicable to Funds only)
TERMS		
Non-recoverable donation Application: Non-financial support for SMEs	Debt, interest free, unsecured, seven-year term Application: Financial support for SMEs	Equity, unit-holding, seven-year term, R10m minimum initial investment Application: Financial support for SMEs
ED POINTS		
Immediate 100% recognised once-off	Immediate 70% recognised annually	Immediate 70% recognised annually
SD POINTS (SUPPLIER DEVELOPMENT RECOGNITION)		

Funders can qualify for SD points (in addition to ED points) by procuring a service from the Fund per the requirements of the FS Code. Services available include access to the ASISA ESDI's SME database for procurement purposes or the provision of customised SME support. From a Programmes perspective, SD points are awarded once an ED Beneficiary on the Programme becomes a supplier to that sponsor.


Unlocking value through the ASISA ESDI tracking database


The ASISA ESDI SME database is a critical asset in our value proposition to capital providers.

To improve SME visibility and access, the ASISA ESDI introduced a robust Growth Tracker database, a searchable online SME marketplace managed by Edge Growth. To date, it tracks all active SMEs across Funds and Programmes, their job creation, and socio-economic impact. This offers funders and sponsors real-time evidence of where capital is making a difference, helping them see the real-world impact of their contributions, from jobs created to businesses grown. Though many funders and sponsors hold access to the platform, usage has been limited. Recognising this, Edge Growth has undertaken a significant upgrade to enhance usability, improve data dashboards, and optimise search functionality. This investment ensures funders and sponsors can more easily:

- Track impact metrics such as job creation, transformation progress, and sector alignment
- Discover procurement-ready SMEs aligned to thematic needs like green economy, tech, or supply chain transformation
- Generate tailored portfolio insights, enabling funders and sponsors to align impact with B-BBEE, ESG and governance goals

Support a proven model that empowers SMEs, strengthens supply chains, and delivers measurable socio-economic returns.

 Growth Tracker

 Explore ways to contribute





ASISA
ESD

Enterprise and Supplier Development - **Integrated Report**

OUR BUSINESS AND OPERATING CONTEXT

Internal environment
External environment
Material matters
Risks and opportunities
Business model
Trade-offs
Stakeholder engagement



OUR BUSINESS AND OPERATING CONTEXT

Internal environment

Strengthening Internal Capacity

The year under review marked a significant period of transition for the ASISA ESDI Initiative. With the appointment of a dedicated Chief Operating Officer (COO) in February 2025, the ASISA ESDI entered a new phase of leadership and governance maturity. This change marked the shift from fully outsourced management to in-house coordination, allowing for greater oversight, alignment, and responsiveness.

The COO is currently the sole employee across the entities, supporting a lean structure that promotes cost-efficiency while requiring careful prioritisation. The role has focused on establishing clear operational systems, policies, and methodologies to support delivery, build agility, and enable scale.

As the ASISA ESDI continues to grow and attract significant funder and sponsor interest, it is managing an increasingly broad portfolio of activities and expectations. Operational processes are being implemented and refined, and while the new ways of working are still being embedded, the foundation is set.

Ongoing stakeholder engagement and education have supported alignment during this period of change. The leadership team is confident in the progress made to date and remains focused on maintaining high standards of governance, delivery, and impact.

External environment

Understanding the ASISA ESD Ecosystem

One of the ongoing challenges faced by the ASISA ESDI is the common misconception that ASISA operates as a single entity. In reality, ASISA comprises a group of distinct organisations, each with its own mandate, governance structure, and function. While ASISA ESDI operates within this broader ecosystem, it remains an independent vehicle with a focused mandate to support enterprise and supplier development.



Below is an overview of the key entities that form part of the ASISA ecosystem and their relationship to ASISA ESDI:

ASISA Enterprise Development and Supplier Development Trusts

B-BBEE aligned funding vehicle focused on investing in hight potential black-owned SMEs for entreprise and supplier development. They receive contributions in the form of equity, loans or grant capital. The Funds have the same mandate and investment approach, investing in SMEs that align with funder's supply chains or impact orientated enterprise development. Through funding the Funds aim to stimulate inclusive economic growth through investing in scalable transformed businesses.

ASISA Enterprise and Supplier Development (Pty) Ltd

This special-purpose vehicle is wholly owned by the ASISA Foundation. It designs and runs enterprise and supplier development programmes tailored to the needs of black-owned SMEs. The entity operates independently, guided by its own Board of Directors, while aligning strategically with ASISA's overall transformation agenda.

 [read more](#)

Fund Manager

The Funds are managed by Edge Growth Ventures, a licensed Financial Services Provider (FSP) with deep expertise in impact investing. They deploy structured investments into qualifying SMEs and deliver both financial and developmental returns. Investment proposals are recommended by the Fund Manager, following consultation with the Investment Committee, with final decision making made by the Board of Trustees of the Funds.

ASISA NPC (Association for Savings and Investment South Africa)

ASISA NPC is the industry body representing South Africa's long-term savings and investment sector. It is a key stakeholder and plays a critical role in advocating for policy reform, driving transformation in the financial sector, and incubating strategic initiatives such as the ASISA Foundation, ASISA ESDI, and the ASISA Academy.

While ASISA ESDI operates independently, it was originally incubated under the ASISA umbrella. ASISA NPC members, being asset managers and insurers in South Africa, have historically been strong supporters of the ESD Initiative and were instrumental in founding the ESD Funds. ASISA ESDI provides formal updates to the ASISA Board three times a year. Trademark agreements are in place between ASISA NPC and each of the ASISA ESDI entities—namely, ASISA ESD (Pty) Ltd, the ASISA Enterprise Development Trust, and the ASISA Supplier Development Trust. These agreements support a collaborative and aligned brand presence across the ecosystem.

 [read more](#)


ASISA Foundation

The ASISA Foundation is a registered public benefit organisation established by ASISA NPC. It focuses on promoting financial literacy, inclusion, and consumer education through targeted programmes. The Foundation owns 100% of the share capital of ASISA Enterprise and Supplier Development (Pty) Ltd and plays a key stewardship role in the broader ESD strategy. It is also the largest single unit holder of the ASISA ESDI Trusts, holding 45% of units in the Enterprise Development Trust and 51% in the Supplier Development Trust. ASISA ESDI provides quarterly progress updates to the Foundation's Board.

 [read more](#)

ASISA Academy

The ASISA Academy plays a critical role in supporting the broader transformation agenda of the ASISA ESDI. Through initiatives like the IFA Internship Programme, the Academy helps build the next generation of black financial advisers, contributing to skills development and economic empowerment. The programme has achieved an impressive 80% full-time employment rate for interns, reinforcing the Academy's impact on inclusive growth and industry transformation.

 [read more](#)



ASISA's position amidst the Transformation Fund announcement

The announcement of the R100 billion Transformation Fund by President Cyril Ramaphosa in February 2025 represents a bold national commitment to economic redress and inclusive growth. This fund aims to support black-owned SMMEs with both financial and non-financial assistance, with implementation led by the Department of Trade, Industry and Competition (the dtic) and expected to draw funding from both public and private sectors.

In response, ASISA welcomed the fund's overarching developmental intent but raised concerns regarding its operational clarity, governance model, and potential duplication of existing high-performing initiatives. ASISA's formal submission to the dtic in May 2025 emphasised:

- That the Transformation Fund must be voluntary and complement, not replace, decentralised, well-governed ESD vehicles already delivering demonstrable impact.
- That current ASISA ESDI initiatives, backed by years of sector investment and proven models, play a critical role in advancing transformation and should be recognised as part of the national solution.
- The need for a clear theory of change, defined development outcomes (beyond B-BBEE compliance), and transparent impact reporting.
- A recommendation for a “fund-of-funds” structure to enable collaboration with credible existing platforms rather than creating an entirely centralised vehicle.

Challenging ecosystem for SMEs

South Africa's SME ecosystem remains under significant pressure. While recent repo rate cuts offer a degree of financial relief, many small businesses continue to grapple with high input costs, constrained consumer spending, and limited access to affordable capital. Ongoing infrastructure challenges, including unreliable municipal services, logistics disruptions, and lingering energy insecurity, further restrict operational stability and growth potential.

SMEs also face hurdles in market access, often struggling to integrate into formal value chains or secure long-term procurement contracts. Regulatory complexity, skills shortages, and underinvestment in digital capabilities continue to hold back competitiveness, particularly for early-stage or township-based enterprises. Within this challenging landscape, ASISA ESDI plays a critical role in providing tailored funding and acceleration support that helps SMEs overcome these barriers and thrive despite systemic constraints.

Balancing collaboration and competition

One of the nuanced challenges in the ESD landscape is navigating the tension between collaboration and competition. Some SMEs supported by the ASISA ESDI, such as insurtechs or fintechs, may be perceived as direct competitors to the capital providers investing in the ESDI. For example, a digital insurance platform such as Pineapple may offer services similar to those of traditional insurers who are also contributors to the Fund. While this creates complexity, it also highlights the maturity of the ecosystem and the need for a mindset shift: the market is large and diverse enough to accommodate innovation and disruption. Building a thriving SME sector requires capital providers to adopt a long-term, ecosystem-wide view that values shared growth, inclusivity, and transformation over short-term market share concerns.

Aligning with investor, sponsor and market priorities

The ASISA ESDI operates within a dynamic and evolving external environment shaped by several key macro trends, including digitalisation, the transition to a green economy, and the growing emphasis on youth entrepreneurship. These trends are not only reshaping the socio-economic landscape but also influencing the strategic priorities of funders, policymakers, and the broader ESD ecosystem. Importantly, they reflect the evolving expectations of ASISA ESDI's capital providers, who are seeking high-impact, future-fit interventions that address systemic challenges while ensuring capital resilience.

Green economy and social impact

South Africa's urgent need for inclusive and sustainable growth has increased the relevance of green economic development. In response, the ASISA ESDI has proactively embedded a green economy theme within its investment portfolio, supporting black-owned businesses that promote environmental sustainability. A notable example is the successful four-year partnership with the Green Outcomes Fund (GOF), a collaboration with GreenCape supported by The Jobs Fund and the FirstRand Foundation, where the ASISA ESD Fund participated as a catalytic finance partner. This partnership supported funding to environmentally conscious SMEs and facilitated access to grant income, job creation, reduced emissions, waste recycling and the advancement of clean energy solutions. By aligning capital preservation with sustainable practices, this model demonstrates how financial innovation can drive both impact and economic transformation.

Funders have increasingly shown interest in such models, which simultaneously deliver tangible environmental and social outcomes. The continued relationship with the AFD Group, which provides insurance for SDG aligned impact investments, including those in the green economy theme, further signals a shared commitment to backing businesses that contribute to a sustainable future.

Digitalisation and fintech innovation

The increasing digitalisation of the South African economy presents both challenges and opportunities. Within the ASISA ESDI portfolio, fintech has emerged as a strong thematic focus, reflecting the shift toward more agile, tech-enabled enterprise solutions. These businesses often offer scalable and inclusive services that improve financial access, efficiency, and customer reach, particularly for underserved markets. By supporting such innovations, the ASISA ESDI contributes to broader digital inclusion while building future-fit SMEs.

This focus resonates with funders and sponsors' growing interest in technology-driven businesses that demonstrate strong potential for scalability, adaptability, and long-term resilience.

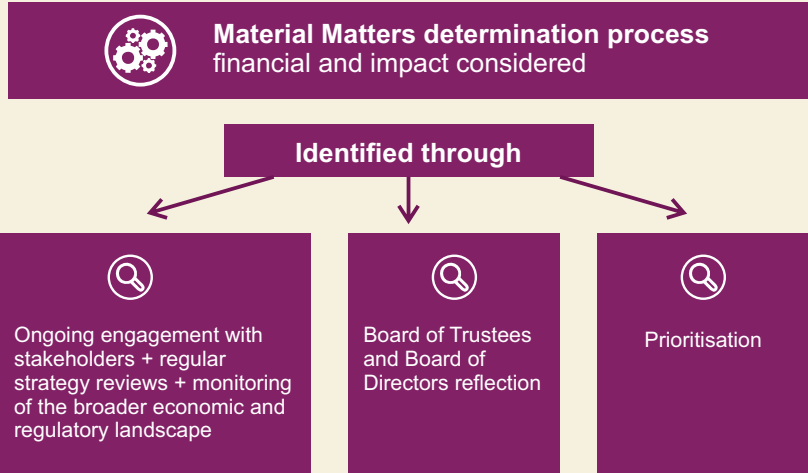
Youth entrepreneurship and inclusive growth

Amid high youth unemployment and a growing appetite for entrepreneurship, there is a renewed focus on empowering young people to build sustainable businesses. The ASISA ESDI continues to explore pathways that enable youth-led and youth-focused enterprises to access capital, mentorship, and market opportunities, further reinforcing its commitment to inclusive economic transformation.

For funders and sponsors, youth entrepreneurship represents a high-impact opportunity to contribute to structural change while unlocking future business talent and innovation.

MATERIAL MATTERS

Material matters are the key factors arising from our internal and external environment that could significantly influence ASISA ESDI's ability to create and sustain value over the short, medium, and long term. These matters are identified through ongoing engagement with stakeholders, regular strategy reviews, and monitoring of the broader economic and regulatory landscape. Understanding and responding to these issues is essential to ensure the relevance, resilience, and impact of the ASISA ESDI.



The following material matters are ranked in order of priority and were approved by the Board of Trustees and Board of Directors.

Material matter		Investor retention and fund sustainability
Material matter		Transition in operating model and governance maturity
Material matter		Stakeholder feedback and inclusive engagement
Material matter		Access to market for SMEs
Material matter		Proliferation of funds targeting the same SME segment



1 Investor retention and fund sustainability



Unpacking the context

Over the past few years, the ASISA ESDI has benefited from strong support across both programme sponsors and capital providers. Many capital providers committed funds for extended periods (for contribution periods of 7 years each) enabling long-term investment in black-owned SMEs. However, a notable shift is emerging, with newer contributors increasingly opting for shorter commitment horizons. This trend introduces greater uncertainty in long-term capital planning and the sustainability of the Funds and its ability to support Black-owned SMEs.

Given the varied terms and conditions across our capital provider base, it can be challenging to anticipate when a major contributor might reduce or withdraw their funding. This unpredictability has the potential to disrupt SME support pipelines and investment momentum. As a result, maintaining Fund continuity and liquidity has become a critical strategic focus for the Funds.

At the same time, programme sponsors continue to play a critical role in enabling strategic, high-impact interventions. Their support ensures that acceleration programmes remain responsive, innovative, and aligned with industry transformation goals.

Strategic response

The ASISA ESDI is implementing a multi-pronged and appropriate response to strengthen stakeholder confidence and promote long-term partnerships:

- **Stakeholder engagement strategy:** Regular updates, improved reporting, and targeted engagement to align with funder and sponsor expectations and demonstrate impact.
- **Governance enhancements:** Clearer oversight structures and more responsive communication have been introduced to build trust and transparency.
- **Portfolio diversification:** Actively seeking a balance between short- and long-term commitments while broadening the capital base.
- **Scenario planning:** Enhancing forecasting capabilities to prepare for varying levels of capital inflow and ensure continuity in SME support programmes.
- **Funder and Sponsors value proposition:** The ASISA ESDI is exploring ways to expand its value proposition beyond ESD compliance by aligning with funder and sponsor ESG priorities and positioning the ASISA ESDI as a strategic driver of inclusive economic growth.

2 Transition in operating model and governance maturity



Unpacking the context

The ASISA ESDI has undergone a significant organisational transition, marking a critical step in its evolution towards greater independent management and governance maturity. Previously, all operations were externally managed by Edge Growth. As of 2025, the ASISA ESDI has moved to an internally driven operating model, with ASISA ESDI Management taking responsibility for day-to-day strategy execution, programme delivery, and stakeholder engagement. Edge Growth remains an important strategic partner, serving as Fund Manager of the investment Funds and supporting selected programmes through its Programme Management function. In parallel, the governance framework has been restructured to enhance accountability and strategic focus. Previously, while three distinct boards existed - for ASISA ESD (Pty) Ltd, the ASISA Enterprise Development Trust, and the ASISA Supplier Development Trust - they met and operated together in practice. Today, these boards function separately, with clarified mandates: A Board of Directors for ASISA ESD (Pty) Ltd to provide oversight of programme operations. A Board of Trustees for the two Trusts (or Funds) to oversee investment performance, fiduciary responsibilities, and capital deployment.

Strategic response

This transformation enables the ASISA ESDI to better respond to stakeholder expectations, improve operational agility, and strengthen governance across its entities. The new structure provides:

- Clearer accountability, with governance aligned to each entity's unique mandate.
- Improved internal capacity to lead on strategy, execution, and stakeholder relationships.
- Enhanced collaboration with partners like Edge Growth in a focused, specialist capacity.

While the transition introduces short-term change management risks, it also creates long-term opportunities to drive deeper impact, scale more effectively, and ensure that governance and delivery models evolve in line with the ASISA ESDI's growth.

This evolution positions ASISA ESDI to enter a new phase of strategic growth-one where internal leadership, stronger governance, and improved stakeholder responsiveness lay the foundation for deeper, more sustainable transformation.

3

Stakeholder feedback and inclusive engagement

Unpacking the context

Stakeholder feedback has highlighted the need for greater transparency and a more inclusive approach to engagement. While stakeholders, particularly capital providers and programme sponsors, have expressed satisfaction with the professionalism and impact of the ASISA ESDI, concerns were raised regarding the frequency and depth of communication, governance visibility, and alignment with evolving investor and sponsor priorities. The results of the independent investor and sponsor survey conducted by VS Nova in 2025 reinforced these insights, with calls for improved reporting, clearer governance structures, and more strategic engagement.

Strategic response

The ASISA ESDI is actively responding to this feedback by formalising its stakeholder engagement approach and strengthening its communication and governance practices. Key initiatives include:

- The adoption of a Stakeholder Engagement Policy, approved by the Board of Directors and Board of Trustees, to guide more consistent and transparent interactions with capital providers, programme sponsors and other stakeholders.
- The development of a governance roadmap to support improved long-term accountability and maturity in decision-making structures.
- The integration of capital provider survey recommendations into the operating model, particularly around reporting, relationship management, and strategic alignment.
- Enhanced communication mechanisms to ensure stakeholders are informed through timely, relevant, and targeted updates.

4

Access to market for SMEs

Unpacking the context

One of the most significant barriers to the success of black-owned SMEs is access to market. Alongside access to funding and skills, access to procurement opportunities is a critical component of SME sustainability and growth. While the ASISA ESDI has made strong strides in providing funding and SME support through its dedicated funds and business development support through its tailored programmes, market access remains a persistent challenge. Despite efforts to invest in SMEs that are suppliers to many ASISA NPC members' supply chains, the uptake of SME products and services remains limited. In many instances, SMEs are not receiving sufficient procurement opportunities either from ASISA NPC members or from others within the broader ecosystem. At the ESD Programme and Fund level, ASISA ESDI has limited influence over procurement decisions, which are ultimately driven by the commercial priorities of individual businesses. This creates a disconnect between SME readiness and actual market inclusion.

Strategic response

Recognising this gap, the ASISA ESDI is prioritising strategies to help bridge the market access divide. While we continue to provide structured business development support and catalytic funding, we are also exploring tools that can improve SME visibility and marketability. One such initiative is the Growth Tracker database, which houses detailed profiles of SMEs supported through our programme and Funds. The Growth Tracker is a searchable online database of SMEs supported by ASISA ESDI's Funds and Programmes. It includes impact metrics, procurement readiness, and thematic alignment (e.g. green economy, fintech).

 [Click here to read more](#)

This database is available for purchase by capital providers and corporates, enabling them to identify and engage with high-potential SMEs, including both active and exited participants from our Funds and Programmes. We currently have 72 capital providers and corporate partners and 2,026 SMEs on the Growth Tracker database from ASISA ESDI.

To enhance its value, the ASISA ESDI is working with Edge Growth to significantly strengthen the quality and depth of the database. The goal is to provide a credible, centralised platform that gives SMEs a better chance of being discovered and contracted by both ASISA NPC members and other market players. While ASISA ESDI may not be able to directly influence procurement decisions, we are committed to removing information and access barriers to improve the likelihood of commercial engagement.

5

Proliferation of funds targeting the same SME segment

Unpacking the context

The SME funding landscape in South Africa is evolving rapidly, with a growing number of initiatives targeting black-owned SMEs. A notable development is the announcement of the R100 billion Transformation Fund by President Cyril Ramaphosa in February 2025, aimed at providing financial and non-financial support to SMMEs. While the developmental intent is commendable, the introduction of large-scale, centralised initiatives raises important questions around coordination, alignment, and operational clarity. ASISA ESDI recognises the importance of complementing national transformation priorities. However, without careful coordination, the proliferation of overlapping funds may lead to fragmented support, inconsistent impact measurement, and confusion among SMEs and funders alike. While township-focused funding is not currently within ASISA ESDI's mandate, it remains a critical and complex space that warrants thoughtful, well-executed intervention by the right partners.

Strategic response

ASISA ESDI has engaged constructively to support alignment and collaboration across the SME funding ecosystem by:

- **Policy commentary:** Providing input to ASISA NPC, which submitted a response to the dtic, to encourage a voluntary approach to the Transformation Fund that complements - rather than displaces—existing, well-governed ESD initiatives.
- **Recognition of proven models:** ASISA ESDI operates through two distinct funds with multiple investors and a portfolio of independently governed programmes sponsored by various corporates. Programme-level governance and sponsor engagement ensure decentralised execution, tailored SME support, and strong alignment with capital provider priorities.
- **Impact focus:** Advocating for a clear theory of change, development outcomes that go beyond compliance, and transparent impact reporting to ensure accountability and effectiveness.
- **Collaborative posture:** While ASISA ESDI has not endorsed a specific design of the proposed Transformation Fund, we remain open to participating in sector-wide conversations, sharing insights from our experience, and collaborating with credible partners to support government-led transformation efforts.



RISKS AND OPPORTUNITIES



Current top risks

High risk

Medium risk

Low risk

Current risks that are being actively managed are illustrated below

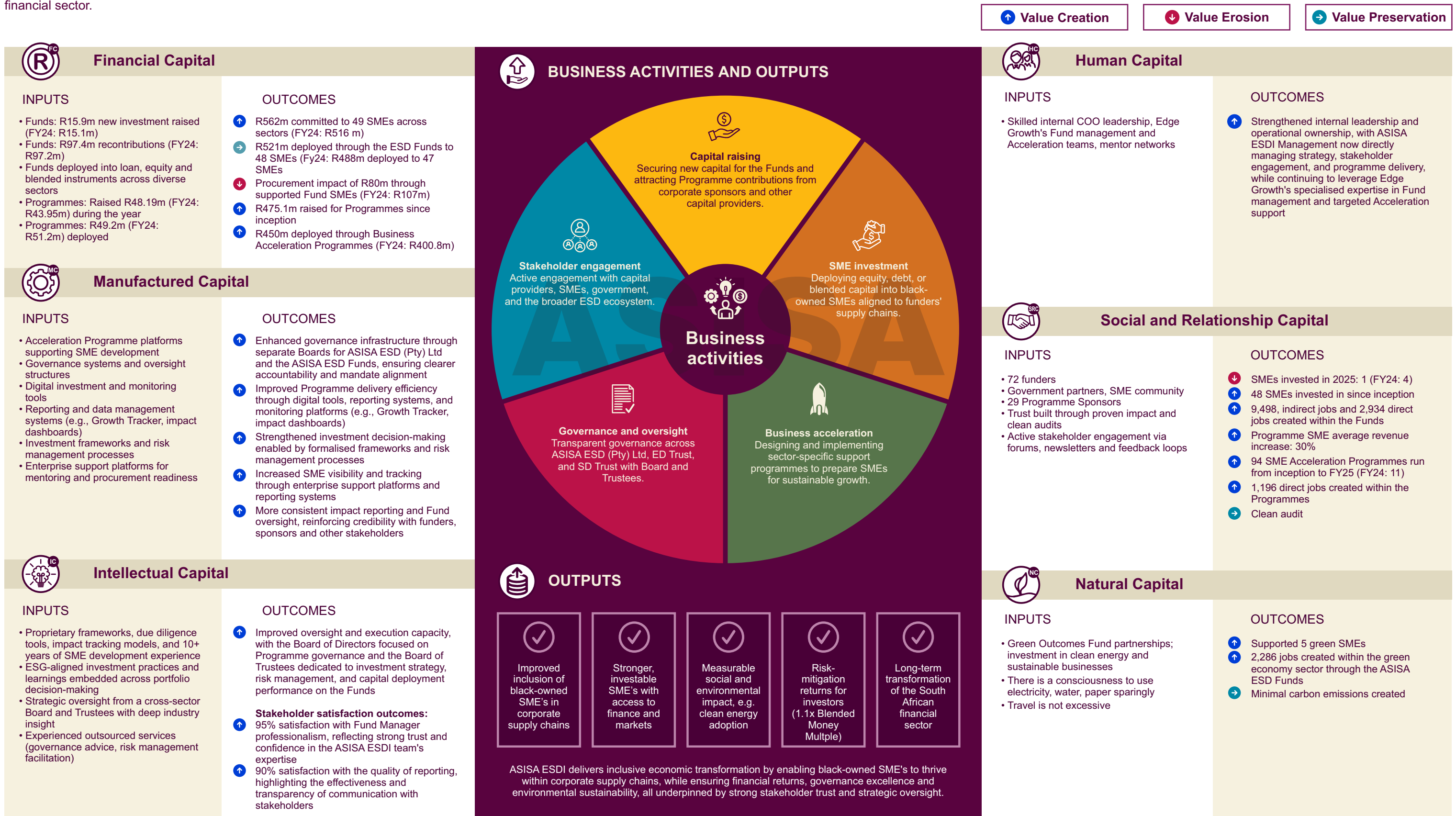
Note: The current risk register reflects key risks identified and presented to the Boards to date. A comprehensive risk assessment process, including facilitated workshops, is underway to enhance the Enterprise Risk Management (ERM) framework. The outcomes of this process will inform an updated risk matrix and refined mitigation strategies in future reporting cycles.

Risk	Description	Mitigation	Opportunities and actions required	Rating
<div><div>R¹</div><div>Stakeholder engagement and communication</div></div>	Stakeholder feedback, particularly from capital providers, has identified gaps in the frequency, depth, and transparency of engagement. Concerns include limited visibility into governance structures, inconsistent communication practices, and insufficient alignment with evolving capital providers expectations.	A formal Stakeholder Engagement Policy has been adopted by the Board of Directors and Trustees. A governance roadmap is being developed to improve decision-making maturity and strengthen long-term accountability. Communication practices are being enhanced to ensure regular, relevant, and targeted stakeholder updates across all engagement platforms.	Integrate recommendations from the capital provider survey 2025 are being integrated into operational and strategic planning, with a focus on improved reporting, relationship management, and alignment with capital providers priorities.	<div></div>
<div><div>R²</div><div>Funder retention and Fund sustainability</div></div>	A shift towards shorter investment horizons by newer funders is creating increased uncertainty around long-term capital availability. Given the varying terms across the current funder base, the potential withdrawal or reduction of major funding contributions may disrupt Fund continuity, hinder SME support, and compromise the sustainability of the ASISA ESD Fund.	A multi-pronged funder engagement strategy is being implemented, including regular communication, improved impact reporting, and alignment with evolving funder priorities.	Formalise and implement a proactive funder retention plan Position the ASISA ESDI as a strategic partner to attract mission-aligned investment.	<div></div>
<div><div>R³</div><div>Transformation governance</div></div>	As an ESD initiative, it is important that the Programmes and Funds remain B-BBEE compliant.	Operational B-BBEE compliance is actively managed by the ASISA ESDI Management and supported by ASISA's Transformation Policy Advisor.	Ensure timely submission of all B-BBEE compliance documentation, including ICPRs and affidavits. ASISA ESDI Management to coordinate closely with the Transformation Policy Advisor and management to maintain up-to-date records and alignment with transformation strategy.	<div></div>
<div><div>R⁴</div><div>Procurement integration</div></div>	Limited alignment between industry Procurement and Transformation = low levels of spend to SMEs.	Identify opportunities to increase access to market within industry supply chains. This is a key element that will be covered in the strategy review process.	Capital providers and their procurement teams are encouraged to remain informed about SME participants and proactively utilise the supplier database. While this does not pose a direct risk to ASISA ESDI operations, it affects programme KPIs and SME outcomes, and is therefore a strategic priority.	<div></div>

BUSINESS MODEL

The ASISA ESDI operates a hybrid delivery model that integrates capital investment with tailored enterprise acceleration to grow black-owned SMEs and deliver sustainable impact. This model leverages the six capitals to drive both measurable outputs such as SME funding, job creation and procurement inclusion, and longer-term outcomes that contribute to a more inclusive and resilient financial sector.

By aligning funder contributions with the needs of high-potential SMEs, the ASISA ESDI creates shared value across its ecosystem. Programme delivery and investment activities are supported by strong governance, deep sector expertise and strategic partnerships, ensuring that value is not only created but also preserved and enhanced for the benefit of capital providers, entrepreneurs and the broader South African economy.



TRADE-OFFS

The execution of ASISA ESDI's strategy requires careful navigation of trade-offs between competing priorities. This section outlines the critical decisions made to balance effective governance and operational independence with capital deployment, as well as the strategic alignment between supporting innovative SMEs and maintaining the confidence of capital providers.

Deployment vs governance and operational independence



Context

The transition to internal leadership through ASISA ESDI introduced a stronger governance framework, clearer accountability, and improved stakeholder engagement. However, this shift required the reallocation of resources, both financial and human, which could have otherwise been used to deploy additional capital directly into SME investments.

The trade-off

To achieve long-term sustainability and strategic alignment, ASISA ESDI has chosen to invest in strengthening governance structures and internal capacity rather than maximising short-term capital deployment to SMEs. This decision supports better fund stewardship, builds trust with funders and sponsors, and improves long-term impact delivery, but may temporarily reduce the volume of funding disbursed.

Strategic rationale

This trade-off was made in recognition of the importance of credibility, accountability, and capital providers confidence. Strong governance and risk management are essential for long-term sustainability and operational resilience.

Supporting innovative, high-growth SMEs vs maintaining capital provider alignment



Context

Some of the most promising and scalable black-owned SMEs supported by ASISA ESDI, particularly in the fintech and insurtech sectors, may operate in competitive tension with the traditional financial services firms that fund the ASISA ESDI. While these SMEs represent high-impact, future-fit investment opportunities, their support may raise concerns among capital providers about market disruption.

The trade-off

ASISA ESDI must balance the need to support disruptive, growth-oriented SMEs that align with inclusive economic goals, while also maintaining the confidence and support of its capital providers, many of whom are established industry players with overlapping interests.

Strategic rationale

The ESDI has adopted an ecosystem-level view, focusing on systemic transformation rather than short-term competition. By supporting market disruptors responsibly, ASISA ESDI sends a clear signal about its commitment to innovation, youth entrepreneurship, and the green and digital economy, all of which align with national priorities and capital provider ESG agendas. Simultaneously, proactive engagement and transparency help manage the perceptions of capital providers and reinforce the shared value that can be created through inclusive innovation.



ARE YOU
A YOUNG
ENTREPRENEUR?
HERE IS YOUR CHANCE
FOR BUSINESS GROWTH

STAKEHOLDER ENGAGEMENT

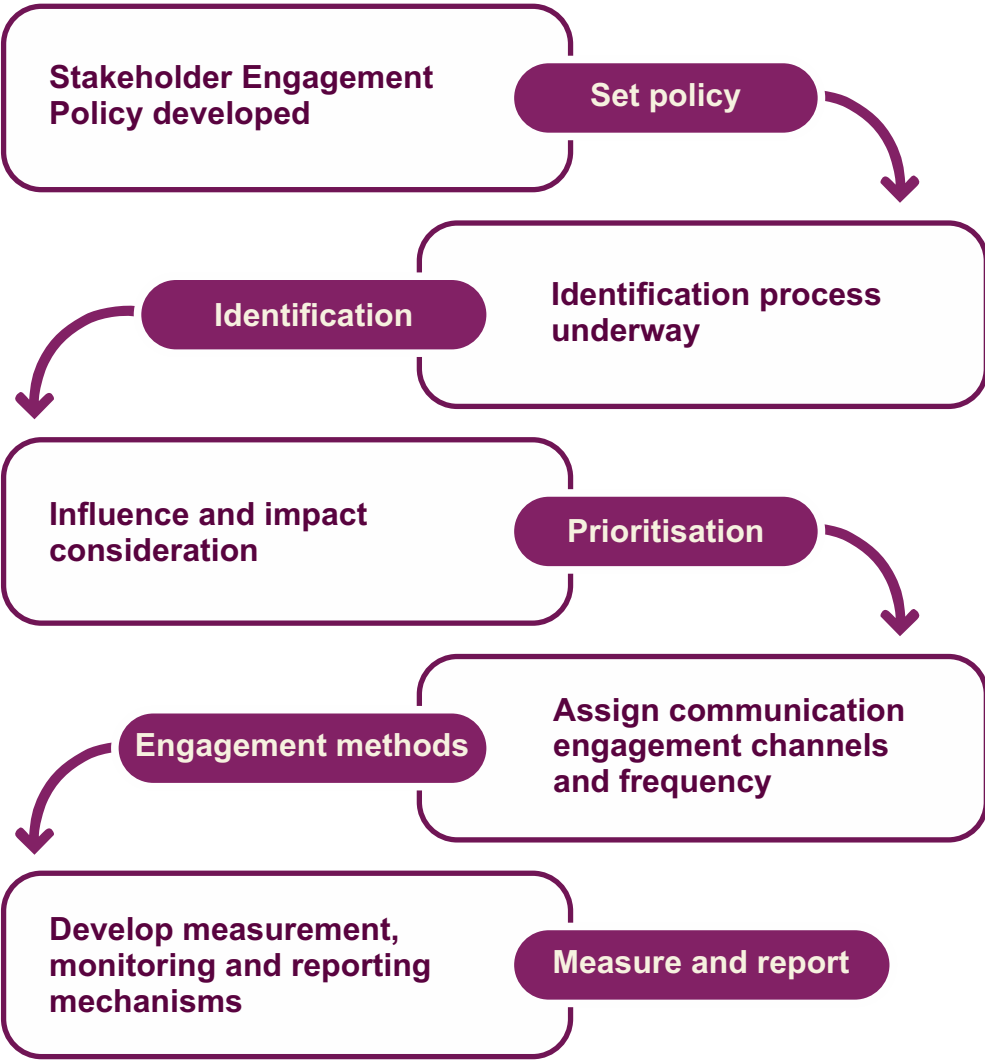
Stakeholders are the core of the ASISA ESDI.

Given its importance, stakeholder engagement is being formalised through a phased and structured process that reflects the ASISA ESDI's commitment to transparency, mutual respect, and shared value creation. In 2025, a significant milestone was achieved with the approval of the Stakeholder Engagement Policy by both the Board of Trustees and the Board of Directors.

This policy provides a unified framework for engagement across the ASISA Enterprise Development Trust, the ASISA Supplier Development Trust, and ASISA Enterprise and Supplier Development (Pty) Ltd. It ensures that our interactions with stakeholders, ranging from capital providers and SMEs to service providers and civil society, are guided by principles of inclusivity, responsiveness, and accountability.

Through this formalisation, we aim to strengthen our relationships, align our activities with stakeholder expectations, and ensure that the ASISA ESDI continues to deliver relevant and sustainable impact.

Stakeholder engagement is being formalised through the following steps:



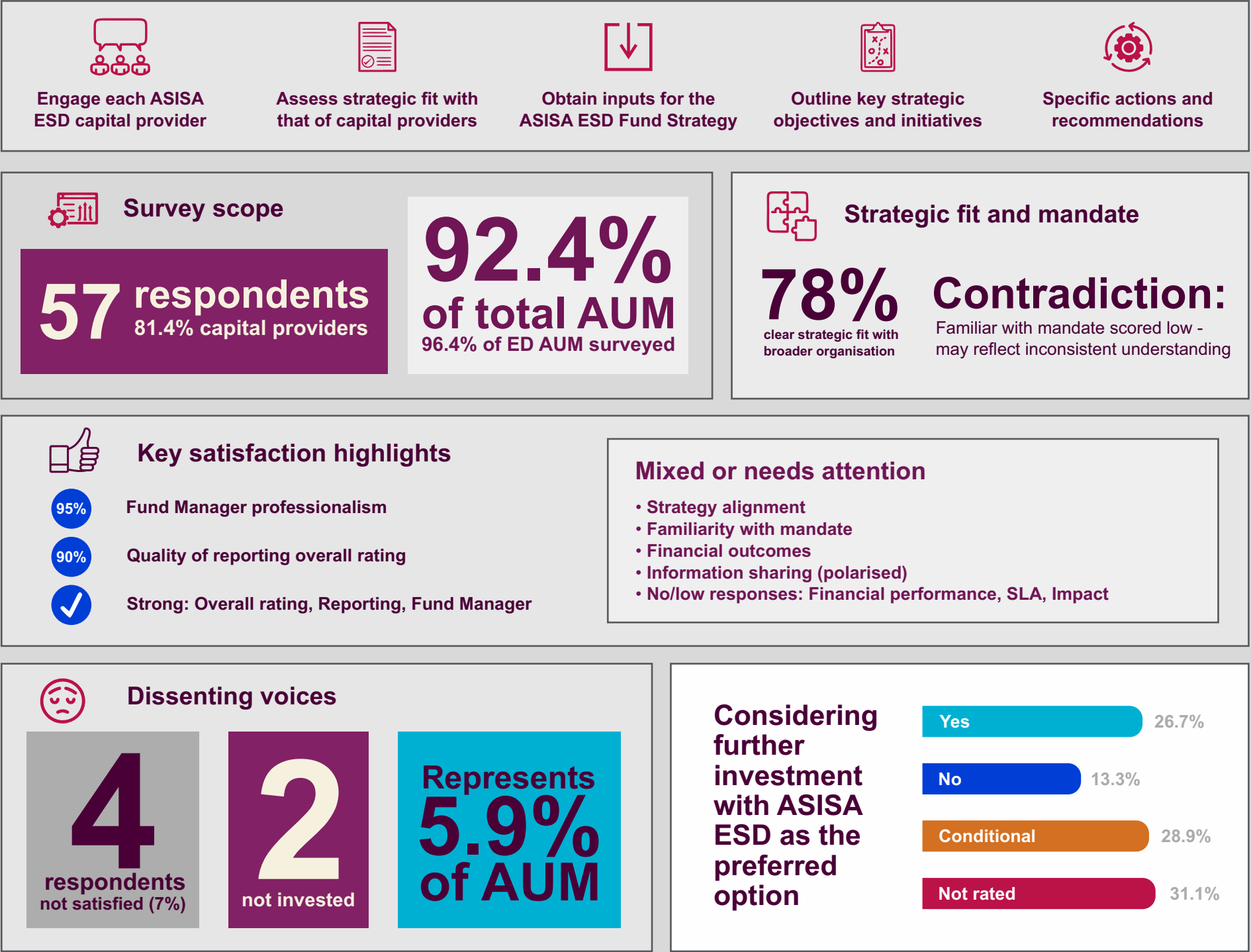
Stakeholder survey

In 2025, we commissioned VS Nova, an independent service provider, to design and implement a capital provider survey for the ASISA ESDI. The objective was to gather insights from our 72 active capital providers to inform the future strategic direction of the ASISA ESDI.

The survey focused on assessing capital providers satisfaction, evaluating the strategic alignment of the ASISA ESDI with capital providers priorities, and identifying opportunities to enhance reporting, communication, and engagement. A summary of the key findings is presented below:

ASISA ESDI survey May 2025

Snapshot of Stakeholder insights on Enterprise and Supplier Development performance



Stakeholders

**Advisors**
Special advisors to the ASISA ESDI

**Beneficiaries**
Black-owned SMEs supported by ASISA ESDI

**Communities and Society**
Broader civil society affected by ASISA ESDI's activities

**Employees**
ASISA ESDI staff involved in programme and investments management and implementation

**Governing Bodies**
Board of Directors, Board of Trustees

**Capital Providers**
Entities providing funding or resources to ASISA ESDI Programmes (Sponsors) and Funds (Investors/Funders)

**Partners**
ASISA NPC, financial institutions, government agencies, and NGOs collaborating on initiatives

**Service Providers**
Individuals and organisations who provide services to any of the ASISA ESDI entities

Stakeholder group	Beneficiaries	Stakeholder group	Advisors
	Black-owned SMEs supported by ASISA ESDI		Special advisors to the ASISA ESDI
<div>Needs and expectations</div> <p>Black-owned SMEs supported by ASISA ESDI typically require a combination of financial and non-financial support to grow and become sustainable businesses. Their core needs and expectations include:</p> <ul style="list-style-type: none">• Access to capital• Access to markets and procurement opportunities• Business development support, including mentorship, training, technical assistance, and operational guidance• Fair and transparent processes for selection, funding, and support• Ongoing engagement and relationship management		<div><div>Needs and expectations</div><ul style="list-style-type: none">• Robust governance and fiduciary oversight• Clear investment mandates and alignment with trust objectives• Transparent reporting on financial and impact performance• Access to quality deal flow and due diligence information• Assurance of compliance with regulatory and ethical standards</div>	
<div><div>Strategic response to deliver value</div><p>ASISA ESDI addresses these needs through a targeted and structured support model designed to drive both impact and commercial outcomes.</p><p>Key elements include:</p><p>Funding support Provision of tailored investment instruments through the ASISA ESDI Funds, managed by Edge Growth Ventures, to unlock growth for qualifying SMEs.</p><p>Business Development Support (BDS) Delivery of non-financial support via Acceleration Programmes and wraparound services managed by Edge Growth Solutions, including training, mentorship, and operational support.</p><p>Access to market enablement</p><ul style="list-style-type: none">• Promotion of SME opportunities within ASISA member companies' supply chains• Provision of the Growth Tracker database to potential capital providers and partners to increase SME visibility</div>		<div><div>Strategic response to deliver value</div><p>ASISA ESDI addresses these needs through:</p><ul style="list-style-type: none">• Regular reporting and performance reviews aligned with trust mandates• Structured investment processes with clear criteria and risk management protocols• Engagement through formal committee meetings and strategic consultations• Provision of detailed investment and impact dashboards to support decision-making</div>	
<div><div>Risks</div><ul style="list-style-type: none">• Limited procurement uptake from ASISA NPC members and ecosystem partners, constraining SME revenue growth and market integration• Capacity limitations, where SMEs may struggle to meet compliance or operational requirements to qualify for funding or contracts</div>		<div><div>Risks</div><ul style="list-style-type: none">• Misalignment between Investment Committee expectations and operational execution• Insufficient data or reporting to support investment decisions• Reputational risk from underperforming investments or lack of impact</div>	
<div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Strengthening market access strategies through enhanced visibility tools such as the Growth Tracker and ecosystem engagement• Leveraging partnerships with corporates, government, and ecosystem actors to broaden the market and funding pipeline• Tailoring interventions based on direct SME feedback to ensure value-add and increased success rates</div>		<div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Enhancing reporting tools and dashboards for real-time insights• Strengthening alignment through strategic planning sessions• Leveraging advisor expertise to refine investment strategy and pipeline development</div>	

Are you a black-owned SME looking to scale?

























The Funds invest in high-potential, black-owned enterprises that are ready to grow, create jobs, and contribute meaningfully to South Africa's economy.

If your business demonstrates strong supply chain alignment, a clear competitive edge, and a minimum of 51% black ownership, we invite you to apply for funding.

 **Apply here** and take the next step in your growth journey

ASISA - Enterprise and Supplier Development Integrated Report 2025

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<div><div>Stakeholder group</div><div><div>Communities and Society Broader civil society affected by ASISA ESDI's activities</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Socio-economic upliftment through job creation and enterprise development• Ethical and inclusive business practices• Tangible local impact and community engagement</div><div><div><div>Strategic response to deliver value</div><div>ASISA ESDI addresses these needs through:</div><ul style="list-style-type: none">• Support for SMEs that create local employment and address community needs• Promotion of inclusive procurement and transformation• Community engagement initiatives and impact storytelling</div><div><div><div>Risks</div><ul style="list-style-type: none">• Perceived lack of direct community benefit• Reputational risk if impact is not visible or well-communicated</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Strengthening community partnerships and local ecosystem development• Enhancing impact measurement and communication</div></div></div></div></div>	<div><div>Stakeholder group</div><div><div>Employees ASISA ESDI staff involved in programme and investments management and implementation</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Purpose-driven work and alignment with organisational values• Professional development and growth opportunities• Inclusive, supportive, and transparent workplace culture</div><div><div><div>Strategic response to deliver value</div><div>ASISA ESDI addresses these needs through:</div><ul style="list-style-type: none">• Salaries and benefits• Investment in training, mentorship, and career development• Regular internal communication and feedback mechanisms• Promotion of diversity, equity, and inclusion</div><div><div><div>Risks</div><ul style="list-style-type: none">• Talent attrition due to limited growth pathways• Misalignment between organisational goals and employee expectations</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Building a strong internal culture of impact and innovation• Attracting and retaining top talent through purpose-led work</div></div></div></div></div>	<div><div>Stakeholder group</div><div><div>Governing Bodies Board of Directors, Board of Trustees</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Strong governance and fiduciary oversight• Compliance with legal and regulatory frameworks• Delivery on mandate and impact objectives</div><div><div><div>Strategic response to deliver value</div><div>ASISA ESDI addresses these needs through:</div><ul style="list-style-type: none">• Regular Board and Trustee reporting and engagement• Independent audits and compliance reviews• Strategic alignment with governance frameworks and mandates</div><div><div><div>Risks</div><ul style="list-style-type: none">• Governance gaps or misalignment between entities• Reputational risk from non-compliance or underperformance</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Strengthening governance through capacity building and clearer role delineation• Enhancing transparency and accountability mechanisms</div></div></div></div></div>
<div><div>Stakeholder group</div><div><div>Capital Providers Entities providing funding or resources to ASISA ESDI Programme (Sponsors) and Funds (Investors/Funders)</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Good governance and trust-based relationships• Relevant and timely information to current and future funders and sponsors• Maintain strong relationships, keep abreast of market developments, and inform of ongoing developments regarding strategy execution</div><div><div><div>Strategic response to deliver value</div><div>Actions include:</div><ul style="list-style-type: none">• Reviewing and improving the capital providers communication model for more tailored reporting and onboarding• Enhancing transparency on capital allocation and financial performance with clearer dashboards• Exploring co-designing programmes with investors and sponsors to align with their ESG and procurement priorities• Clarifying roles and governance structures between the Fund and Programmes to simplify oversight• Increasing storytelling and impact narratives to highlight human outcomes alongside metrics• Conducting an independent capital provider survey to assess how well we are meeting the expectations of our valued partners (81% response rate representing over 92% of assets under management)</div><div><div><div>Risks</div><ul style="list-style-type: none">• Strategic risk• Funding risk• Liquidity risk</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Strategic opportunities</div></div></div></div></div>	<div><div>Stakeholder group</div><div><div>Partners Financial institutions, government agencies, and NGOs collaborating on initiatives</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Risk-adjusted returns and impact performance• Transparent reporting and due diligence• Scalable and sustainable investment opportunities</div><div><div><div>Strategic response to deliver value</div><div>ASISA ESDI addresses these needs through:</div><ul style="list-style-type: none">• Structured investment vehicles with clear risk-return profiles• Regular impact and financial reporting• Pipeline development of investable SMEs</div><div><div><div>Risks</div><ul style="list-style-type: none">• Perceived high risk of SME investments• Limited track record or data on impact outcomes</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Blended finance models to de-risk investments• Building a robust impact investment track record</div></div></div></div></div>	<div><div>Stakeholder group</div><div><div>Service Providers Individuals and organisations who provide services to any of the ASISA ESDI entities</div></div></div> <div><div><div>Needs and expectations</div><ul style="list-style-type: none">• Fair procurement processes and timely payments• Clear scopes of work and performance expectations• Opportunities for long-term partnerships</div><div><div><div>Strategic response to deliver value</div><div>ASISA ESDI addresses these needs through:</div><ul style="list-style-type: none">• Transparent procurement and contracting processes• Performance-based contracting and feedback mechanisms• Capacity building and collaboration opportunities</div><div><div><div>Risks</div><ul style="list-style-type: none">• Service quality variability• Misalignment of expectations or deliverables</div><div><div><div>Opportunities and outlook</div><ul style="list-style-type: none">• Building a trusted network of high-performing service providers• Co-creating solutions and sharing best practices</div></div></div></div></div>



Enterprise and Supplier Development - **Integrated Report**

STRATEGY AND PERFORMANCE


Overview of ASISA ESDI strategic
objectives and performance


Statement of financial position




STRATEGY AND PERFORMANCE

Overview of ASISA ESDI strategic objectives and performance

<div><div></div><div>Maintain the position of all three entities as a going concern</div></div>	
Description	Ensure financial and operational sustainability to deliver long-term impact.
Measures/ indicators	<ul style="list-style-type: none">Financial sustainabilityCompliance with governance and reporting obligationsUnqualified audit outcome
Performance 2025	<ul style="list-style-type: none">Achieved unqualified auditMaintained sufficient operational reservesCompliant with all governance requirements – 100% ESD compliance

<div><div></div><div>Drive and measure impact across the Funds and Programmes</div></div>	
Description	Ensure developmental and financial returns are achieved for SME beneficiaries and capital providers.
Measures/ indicators	<ul style="list-style-type: none">No. of SMEs supportedNo of Jobs sustained/createdFinancial return on investments
Performance 2025	<ul style="list-style-type: none">263 SMEs supported through Programmes1 new SME invested in through Funds291 jobs created through Funds2,590 jobs sustained1.1 Blended Money Multiple, being the money multiple across the combined active and exited investment portfolio taking into account realised and unrealised returns

<div><div></div><div>Improve communication and branding to tell stories better, with a focus on black-owned SME beneficiaries</div></div>	
Description	Enhance ASISA ESDI's visibility and stakeholder engagement through consistent communication and storytelling focused on black-owned SME success.
Measures/ indicators	<ul style="list-style-type: none">Number of case studies publishedStakeholder feedbackNumber of new funders onboardedPercentage funder retentionQuarterly newsletters distributedStakeholder engagement sessions held (steerco, opsco)
Performance 2025	<ul style="list-style-type: none">100% Programme sponsors retained100% Fund funder retainedFour case studies were published, each highlighting the growth and impact of black-owned SMEs supported through the ASISA ESDI95% satisfaction with Fund Manager professionalism, reflecting strong trust and confidence in the ASISA ESDI team's expertise90% satisfaction with the quality of reporting, highlighting the effectiveness and transparency of communication with stakeholdersFour newsletters distributed and one year end letter from the ChairpersonAn Investor Day was held specifically for Fund stakeholders to deepen engagement and transparency. Across the Programmes, regular engagement structures were maintained, including monthly OpsCo and quarterly SteerCo meetings, with some Programmes incorporating both to ensure consistent oversight and alignment

<div><div></div><div>Provide strategic guidance on thematic areas of investment for Programmes and Funds</div></div>	
Description	Align investments to priority sectors or emerging areas with high impact potential.
Measures/ indicators	<ul style="list-style-type: none">Thematic focus areas defined and adoptedPipeline of aligned SMEs developed
Performance 2025	<ul style="list-style-type: none">125 SMEs in the Funds pipelineTheory of change developed for all Programmes which aligns strategic goals to SME selection

<div><div></div><div>Facilitate access to capital providers and industry supply chains for black-owned SME beneficiaries</div></div>	
Description	Enable market access opportunities for black-owned SMEs by facilitating linkages with industry stakeholders and capital providers, while supporting their readiness to engage supply chains.
Measures/ indicators	<ul style="list-style-type: none">No. of linkages createdPartnerships with ASISA membersSME revenue growth linked to supply chains
Performance 2025	<ul style="list-style-type: none">R80m in ASISA ESD Investors Procurement spend was channeled to ASISA ESDI SMEs in FY25 through the Fund's access to market initiatives (FY24: R107m)

Strategic review overview and future outlook

A strategic review was initiated in September 2025, marking a significant milestone in the evolution of ASISA ESDI's governance and programme oversight. The first session, focused on the ASISA ESD Pty Ltd, brought the Board of Directors together for a dedicated strategic risk workshop.

The review is particularly noteworthy as it included, for the first time, direct input from the ESD Chief Operating Officer, with initial context provided by members of the Programme Manager team as well as insights in the industry from an ASISA Special Policy advisor.

A corresponding strategic session for the Trusts is scheduled for October 2025, where the Boards of Trustees will engage in a focused review of investment strategy, governance, and Fund-level risks.

Key themes to be addressed include:

- Investment strategy and impact measurement
- Governance and stakeholder alignment
- Operational effectiveness and programme delivery
- Strategic risk identification and mitigation
- Insights from the recent stakeholder engagement survey

These themes span both Programme and Fund oversight, with tailored focus areas for each entity. The September session addressed Programme-related risks and delivery effectiveness, while the upcoming October session will focus on Fund-level strategy, governance, and investment risk.

The intention is to strengthen strategic alignment, enhance decision-making frameworks, and refine programme interventions to better meet the evolving needs of beneficiaries and stakeholders. Outcomes from the review will inform updates to key performance indicators, investment criteria, and ecosystem engagement strategies.

STATEMENT OF FINANCIAL POSITION

Executive Summary - ASISA ESD (Pty) Ltd

ASISA ESD (Pty) Ltd delivered a stable financial performance in FY2025, with revenue increasing to R3.21 million (FY2024: R2.69 million). Despite this growth, net profit declined to R271,064 (FY2024: R641,850), primarily due to increased programme and operating expenses, including ASISA NPC recoupment costs.

The company continues to maintain a strong liquidity position, with R32.98 million in cash and cash equivalents (FY2024: R31.8 million), enabling the sustained support of SME development through its Acceleration Programmes.

Revenue is recognised in line with fees earned from the delivery of programmes. These reflect the company's role in providing a platform to design, govern and oversee initiatives on behalf of clients, rather than the total flow of programme funding. This explains why reported revenue appears modest relative to the significant cash balances, which remain committed to programme delivery.

Key financial indicators

- **Deferred revenue** increased to R1.47 million (FY2024: R1.05 million), reflecting contracted programme commitments not yet delivered
- **Programme payables** decreased to R26.76 million (FY2024: R27.74 million), indicating active rollout and settlement of obligations
- **VAT receivables** rose significantly to R2.71 million (FY2024: R1.4 million), mainly due to delays in SARS processing

Governance and assurance

The Annual Financial Statements (AFS) for ASISA ESD (Pty) Ltd were audited by PricewaterhouseCoopers Inc, who issued an unqualified audit opinion. The AFS were formally approved by the Board of Directors on 15 August 2025, confirming that they fairly present the financial position and performance for the year ended 28 February 2025.

The Board has confirmed the company's status as a going concern, and no material events have occurred post year-end that would affect the financial position.

Executive Summary - ASISA Enterprise and Supplier Development Trusts

The ASISA Enterprise and Supplier Development Trusts delivered a resilient financial performance in FY2025, maintaining strategic alignment with their developmental mandates and supporting SME growth through capital deployment and business development support. Collectively, the Trusts managed over R670 million in assets (FY2024: R630 million), with both maintaining strong liquidity and capital structures.

ASISA Enterprise Development Trust

The Enterprise Development Trust posted a net profit of R536,127 (FY2024: R36.2 million loss), reflecting improved investment performance, lower impairments, and stable revenue. The Trust received R8.2 million in new investment capital, increasing total investment capital to R462.4 million, and maintained R433.96 million in trust funds. No vested income was earned in Fy2025, and accordingly, no distributions were made to beneficiaries. The Trust continues to operate as a going concern, with sufficient resources to meet its obligations and fund future operations.

ASISA Supplier Development Trust

The Supplier Development Trust achieved a strong turnaround, posting a net profit of R15.7 million (FY2024: R2.53 million loss), driven by fair value gains on unlisted investments, income from the Green Outcomes Fund, and stable fee income. Trust funds increased to R97.37 million (FY2024: R80.82 million), supported by R7.87 million in new capital inflows. Although the Trust earned vested income of R549,569 (FY2024: R0), it remains in a negative accumulated loss position of R3.64 million. In line with the Trust Deed and tax considerations, the Trustees resolved not to distribute any vested income to beneficiaries for the year.

Governance and assurance

The Annual Financial Statements (AFS) for both Trusts were audited by PricewaterhouseCoopers Inc, who issued unqualified audit opinions. The AFS were formally approved by the respective Board of Trustees on 15 August 2025, confirming that they fairly present the financial position and performance for the year ended 28 February 2025.

No material events occurred post year-end that would affect the financial position of either Trust.



STATEMENT OF COMPREHENSIVE INCOME*

SOCI for the year dated 28 February 2025

R	ASISA ED Trust	ASISA SD Trust	ASISA ESD (Pty) Ltd
Revenue	460 000	280 000	3 215 126
Other income and costs	22 828 280	19 455 487	-
Other expenses	(44 494 985)	(14 619 353)	(5 200 152)
Profit/(Loss) from operating activities	(21 206 705)	5 116 134	(1 985 026)
Finance income	21 742 832	10 584 127	2 358 192
Profit/(Loss) before tax	536 127	15 700 261	373 166
Income tax expense	-	-	(102 102)
Net profit	536 127	15 700 261	271 064

*Condensed summary of financial statement.
Contact info@asisa.org.za to request detailed AFS.



STATEMENT OF FINANCIAL POSITION

SOCI for the year dated 28 February 2025

R	ASISA ED Trust	ASISA SD Trust	ASISA ESD (Pty) Ltd
ASSETS			
Non-Current Assets			
Financial asset at cost – other financial assets	14 401 353	7 420 485	-
Financial assets at fair value through profit or loss	166 840 449	52 133 575	-
Investments in medium term liquid instruments	147 685 177	88 042 688	-
Loans receivable	49 429 090	14 514 459	-
Deferred tax assets	-	-	406 900
Total Non-Current Assets	378 356 069	162 111 207	406 900
Current Assets			
Financial assets at fair value through profit or loss	1 002 671	-	-
Loans receivable	8 635 244	4 161 442	-
Trade and other receivables	264 399	148 126	2 705 791
Cash and cash equivalents	83 467 335	34 122 187	32 984 041
Current tax assets	-	-	282 171
Total Current Assets	93 369 649	38 431 755	35 972 003
Total Assets	471 725 718	200 542 962	36 378 903
EQUITY AND LIABILITIES			
Equity (Trust Funds)			
Accumulated profit/loss	(47 008 722)	(3 642 535)	4 632 028
Grant capital	18 566 777	7 543 044	-
Investment capital	462 398 668	93 473 170	-
Trust or share capital	1 000	1 000	870 000
Total Equity/Trust Funds	433 957 723	97 374 679	5 502 028
Liabilities			
Non-Current Liabilities			
Borrowings	24 876 858	80 479 255	-
Recontributed loan capital	-	318 837	-
Total Non-Current Liabilities	24 876 858	80 798 092	-
Current Liabilities			
Borrowings	5 382 000	21 545 075	-
Recontributed loan capital	6 981 845	-	-
Trade and other payables	527 292	275 547	2 653 463
Programme payables	-	-	26 756 681
Deferred revenue	-	-	1 466 731
Vested income liability	-	549 569	-
Total Current Liabilities	12 891 137	22 370 191	30 876 875
Total Equity & Liabilities	471 725 718	200 542 962	36 378 903

*Condensed summary of financial statement.

See detailed AFS here.



Enterprise and Supplier Development - Integrated Report

GOVERNANCE AND ACCOUNTABILITY

What governance means to ASISA ESDI
Evolution of the ASISA ESDI governance and structures
Our Boards
Delegation to management
Responsible investments and Investment Committee focus
Governance of stakeholders



GOVERNANCE AND ACCOUNTABILITY

What governance means to ASISA ESDI

What matters most for ASISA ESDI centres on its ability to impact black-owned SMEs positively while ensuring robust governance, stakeholder engagement, sustainability, and adaptability. By prioritising these elements, we can create a meaningful, transformative legacy that empowers entrepreneurs, drives economic change, and builds a more inclusive future for South Africa. Emphasising these priorities will help us navigate challenges effectively and fulfill our overarching mission.

Governance matters significantly in the context of ASISA ESDI, as it lays the groundwork for effective strategy execution, risk mitigation, and stakeholder engagement.

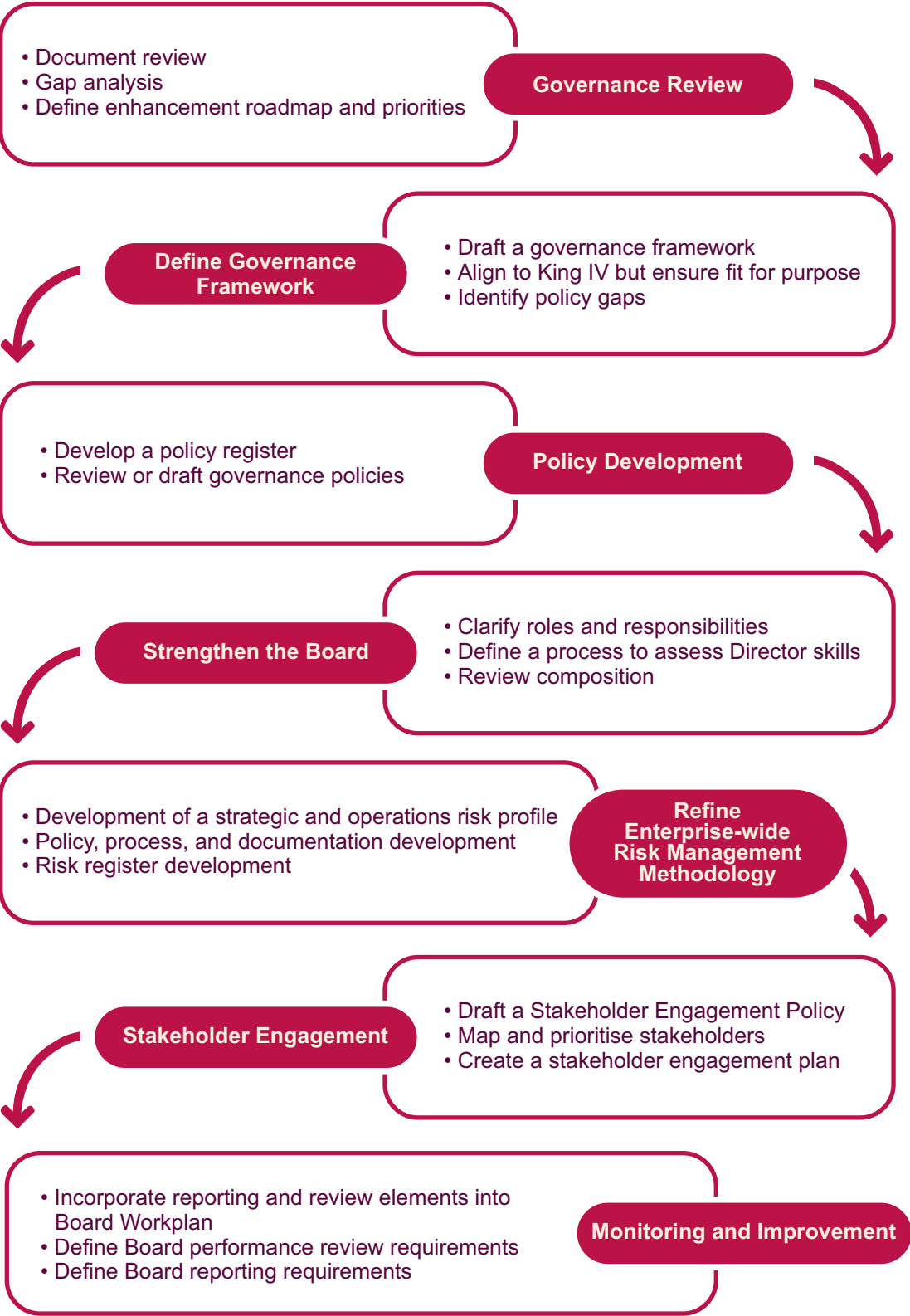
By investing in a robust governance framework that incorporates transparency, accountability, and ethical standards, we can enhance our credibility, attract more funders and sponsors, and ultimately achieve our mission of supporting black-owned SMEs. Continuous adaptation and improvement in governance practices will ensure we remain relevant and responsive to the evolving economic landscape and the needs of our stakeholders.

Evolution of the ASISA ESDI governance and structures

The need for a responsive governance framework is a priority, especially as we seek to balance our purpose with the growing demands of diverse stakeholders.

In our pursuit of excellence, a comprehensive roadmap has been set out to guide us through the intricate stages of enhancing our governance practices. This roadmap serves as both a strategic guide and a reference document, clearly outlining our focus areas and the necessary processes and documentation required to elevate our governance framework.

a) ROADMAP



With this roadmap in place and a commitment to ongoing enhancement, we are poised to implement a governance framework that not only meets but exceeds expectations, promoting transparency, accountability, and collaboration.

In our **Governance Review** phase, we have completed a thorough examination of critical documents, including the Memorandum of Incorporation (MOI), Trust Deeds, Board Charter, and Delegation of Authority. This process revealed policy gaps to be addressed, such as the establishment of a robust governance framework and the enhancement of Board documentation and reporting mechanisms.

We are in the process of drafting a comprehensive **Governance Framework** aligned to the King IV™ principles; while ensuring it is tailored to our unique needs. Additionally, we are actively identifying policy gaps, which will be recorded in a newly created Policy Register, and populated as new policies are developed.

In our **Policy Development** efforts, we have successfully drafted important governance policies such as the Declaration of Interests and the Stakeholder Engagement Policy. Further policies, including the Board Skills Assessment Guideline and the Compliance Policy, are in the pipeline.

To **strengthen our Boards**, we hosted a King IV™ workshop to clarify roles and responsibilities, and an enhanced Board/Trustee Induction programme has been implemented. Going forward, we plan one-on-one check-ins with the Chairperson and a process to assess director skills is under development.

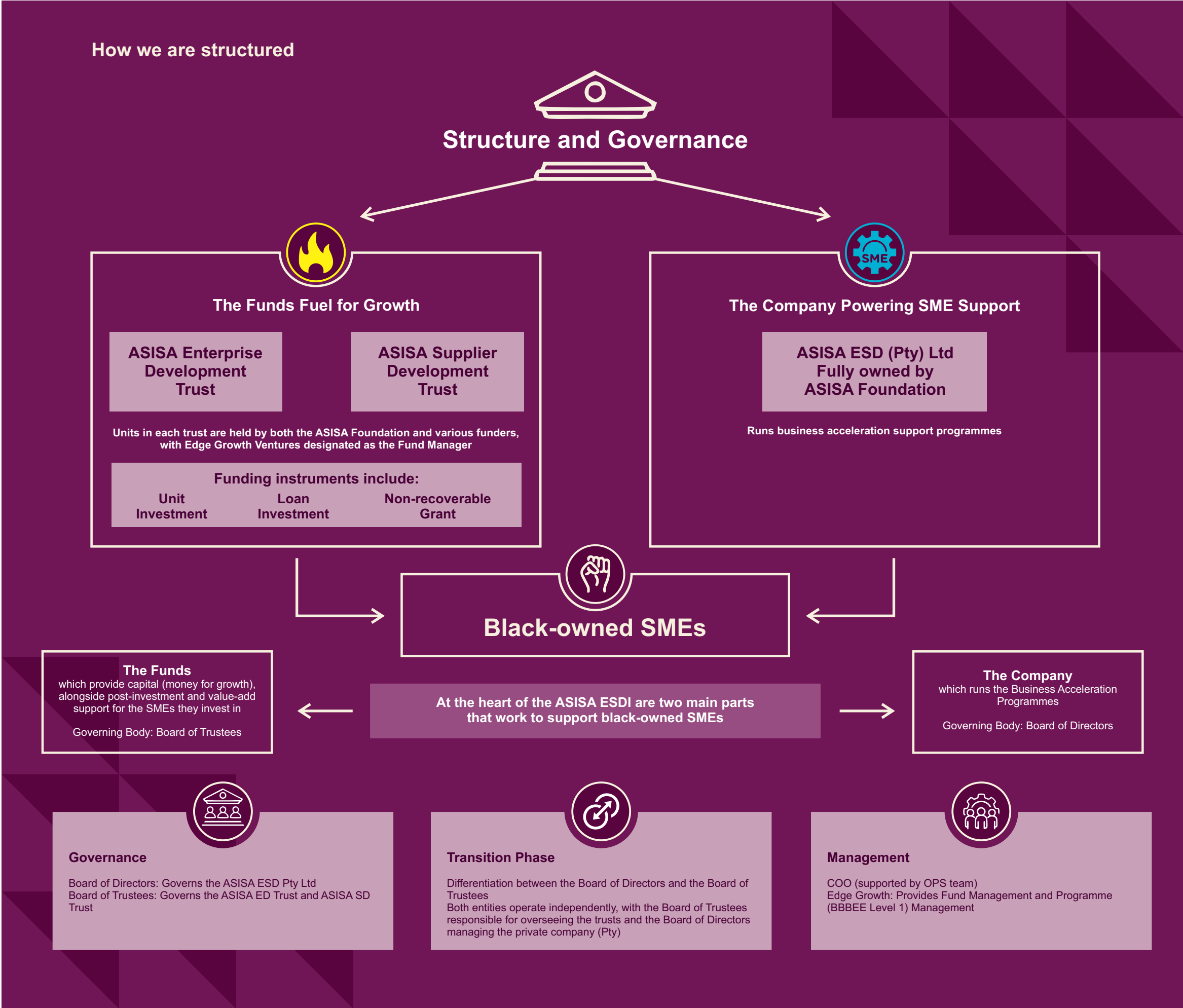
As we refine our **Enterprise-Wide Risk Management Methodology**, a risk workshop will formulate a strategic and operational risk profile, leading to the development of a new Risk Register.

A draft policy for **Stakeholder Engagement** has been created and initial stakeholder mapping efforts are ongoing. We are also assessing stakeholder engagement touchpoints based on feedback from the VS Nova survey.

See page 42.

Earlier in the year, a Trust Report was included in the Company Board Pack as a high-level summary of the Trusts' financial position and activities. This served to keep Directors informed during the transition period when oversight of the Trusts was shifting. As the governance structure has since evolved, this report is no longer included in the Board Pack.

Finally, our **Monitoring and Reporting** phase is in progress, with templates being created to integrate reporting elements into the Boards' Workplan, alongside improvements to the Board packs. The development of an Integrated Report framework and corresponding project plan is also underway. This integrated report being an important component thereof.



Our Boards



ASISA ESD Company Board of Directors

The ASISA ESD Company Board of Directors is comprised of representatives from the seven top funders, independent members, and representatives from the ASISA Foundation.



Fay Mukaddam Independent Chairperson Joined Board 2023 Qualifications LLB University of Durban Westville; BA University of Natal – Durban Campus; Advocate of the High Court of SA Chartered Director (SA) Certified for ISO 37000	Ingrid Goodspeed Director, serving in capacity: ASISA Foundation representative Joined Board 2017 Qualifications CD(SA); LLB; MBL (Cum Laude); BCom (Hons) (Economics); BCom (Accounting and Economics)	Ruth Benjamin-Swales Director, serving in capacity: ASISA Foundation representative Joined Board 2017 Qualifications B.Com, CTA, CA(SA)	Niraj Gudka Director, serving in capacity: PSG Financial Services Joined Board 2017 Qualifications ACMA; Manchester University - BCom (Computer Science and Accounting)	Rojie Kisten Director, serving in capacity: Santam representative Joined Board 2025 Qualifications BAdmin, BAdmin Honours, Harvard Business School GMP	Luyanda Maqungo Director, serving in capacity: Liberty representative Joined Board: 2025 Qualifications: BSC (Hons) Actuarial Science, Fellow of the Institute and Faculty of Actuaries (FIA)	Godfrey Vilakazi Director, serving in capacity: Engen representative Joined Board 2024 Qualifications BCOM University of Durban Westville	Aslim Higgins Director, serving in capacity: Santam Insurance Joined Board 2021 Resigned 2024 Qualifications BA Law, Bcom Hons (IS)
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Thapelo Makotanyane Director, serving in capacity: Old Mutual Representative Joined Board 2023 Qualifications MBA, Globis University (Tokyo-Japan); Integrated Management Programme, University of British Columbia - Sauder Business School (Vancouver-Canada); Diploma in Procurement and Supply - Chartered Institute of Purchasing and Supply (CIPS); National Diploma - International Communication: Tshwane University of Technology	Francois Adriaan Director, serving in capacity: ASISA Foundation representative Joined Board 2019 Qualifications Master of Business Administration (MBA), Higher Diploma in Education (HDE), Bachelor of Arts (BA)	Rodger Walter Director, serving in capacity: ASISA Foundation representative Joined Board 2019 Qualifications B.Com Hons, CFA	Lehlohonolo Mokomela Director, serving in capacity: MM Holdings representative Joined Board 2020 Qualifications Bachelor of Psychology (UNISA), Business Administration (Postgraduate Dip)	Keneiloe Selamolela Director, serving in capacity: OUTsurance representative Chief Transformation Officer - OUTsurance Joined Board 2019 Qualifications MBA, MPhil, EDP, PDBA, BA-SW	Themba Palagangwe Director, serving in capacity: ASISA Foundation representative Joined Board 2020 Qualifications B.Com (Financial Accounting), PGD: Development Finance, MBA	Riaz Gardee Director, serving in capacity: Liberty Holdings Limited Joined Board 2021 Resigned 2024 Qualifications Chartered Accountant (SA)	Schalk Fourie Independent Director Joined Board 2021 Resigned 2025 Qualifications Chartered Accountant (SA)
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Board as at 28 February 2025

ASISA Fund Board of Trustees

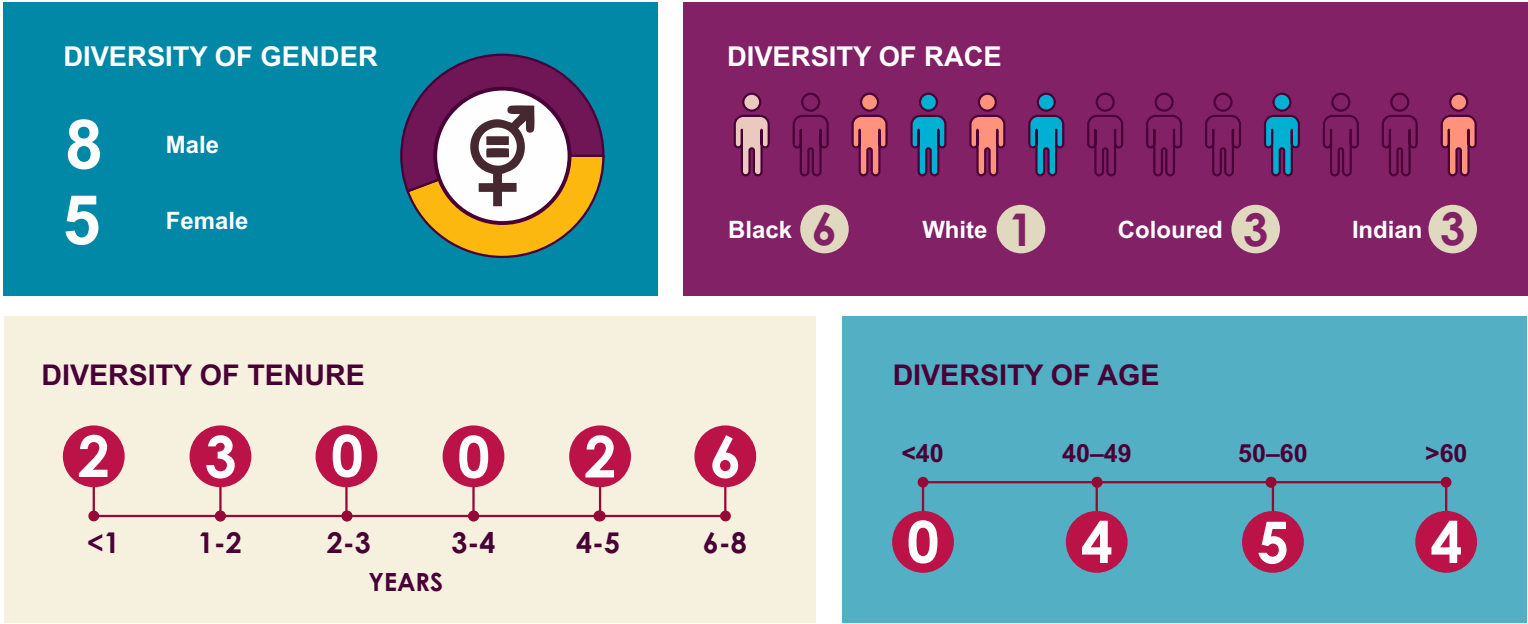
The ASISA ESD Fund Board of Trustees is composed of members appointed through ASISA NPC nominations, contingent upon receiving approval from 75% of unit holders.



Fay Mukaddam Independent Chairperson Joined Board 2024 Qualifications LLB University of Durban Westville; BA University of Natal - Durban Campus; Advocate of the High Court of SA Chartered Director (SA) Certified for ISO 37000	Rodger Walter Trustee Joined Board 2019 Qualifications B.Com Hons, CFA	Francois Adriaan Trustee Joined Board 2019 Qualifications Master of Business Administration (MBA), Higher Diploma in Education (HDE), Bachelor of Arts (BA)	Ingrid Goodspeed Trustee Joined Board 2017 Qualifications CD(SA); LLB; MBL (Cum Laude); BCom (Hons) (Economics); BCom (Accounting and Economics)	Adrian Burke Trustee Joined Board 2025 (May) Qualifications Fellow of the Actuarial Society of South Africa (FASSA)
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A diverse and experienced Company Board

Diversity stats as at 30 September 2025



Main focus areas of the Board for 2024/2025



Changes to internal operating environment

The ASISA ESDI has undergone a significant organisational transition toward greater independent management. Previously managed externally by Edge Growth, the ASISA ESDI has shifted to an internally driven model as of 2025, with ASISA ESDI Management now responsible for strategy execution, programme delivery, and stakeholder engagement. Edge Growth continues to play a key role in the Funds as Fund Manager and supports select programmes as Programme Manager.

This transformation enhances the ESDI's ability to meet stakeholder expectations, improve operational agility, and strengthen internal collaboration. Key benefits of the new structure include:

- Clearer accountability aligned with each entity's mandate
- Enhanced internal capacity for leading strategy and stakeholder relationships
- Improved collaboration with partners like Edge Growth

While this transition poses short-term change management risks, it also offers long-term opportunities for deeper impact and scaling in line with the ASISA ESDI's growth.



Governance maturity

Alongside the operational transition, the governance framework has been restructured to strengthen accountability and strategic focus.



This evolution in governance maturity enables ASISA ESDI to embark on a new phase of strategic growth, characterised by internal leadership, enhanced governance, and improved stakeholder responsiveness. Key objectives include:

- Increasing accountability and transparency
- Focusing on the unique mandates of each entity
- Enhancing governance effectiveness in decision-making

These changes establish a robust governance framework that aligns with the ASISA ESDI's strategic goals and stakeholder needs.



Stakeholder and client engagement

In response to the observed plateauing in contributions and support, management is considering strategies to enhance and expand programme delivery based on the current foundation. This approach will align with the broader plan to grow and scale the ASISA ESDI while exploring opportunities to secure additional spaces for programme implementation. Several key initiatives to support programme growth and ASISA ESDI scaling, including the development of new policies, conducting capital provider surveys, and enhancing client engagement efforts, have been initiated.

Director conduct

Directors of the Company Board are expected to conduct themselves with professionalism and dedication, focusing on strategic issues and policy within established parameters. Active participation is essential; therefore, directors must attend meetings regularly, prepare thoroughly, and share their expertise to contribute meaningfully to discussions. Any absences should be communicated in writing as early as possible to maintain transparency. Board discussions are intended to be open and constructive, aiming for consensus, although votes may be called when necessary. Confidentiality is paramount; all discussions and records should remain private unless disclosure is required or explicitly approved. The Chair will set the agenda for meetings, but directors are encouraged to request additions to ensure all relevant topics are addressed. Regular meetings are held quarterly, with the flexibility to convene additional sessions as required to address pressing matters.

Meeting attendance 2024/2025

Name	Total Attendance	Total Meetings	Total Meetings
Aslam Higgins	5	5	100%
Fay Mukaddam	6	6	100%
Francois Adriaan	6	6	100%
Godfrey Vilakazi	4	6	67%
Ingrid Goodspeed	5	6	83%
Keneiloe Selamolela	6	6	100%
Lee Coller	6	6	100%
Lehlohonolo Mokomela	6	6	100%
Luyanda Maqungo	1	2	50%
Niraj Gudka	4	6	67%
Riaz Gardee	5	5	100%
Rodger Walters	6	6	100%
Rojie Kisten	1	2	50%
Ruth Benjamin-Swales	6	6	100%
Schalk Fourie	6	6	100%
Thapelo Makotanyane	5	6	83%
Themba Palagangwe	6	6	100%



Roles and Responsibilities - Company Board

Director roles and responsibilities

- ✔ **Strategic Oversight**
Guide Pty Ltd strategy to achieve objectives and purpose
- ✔ **Fiduciary Duties**
Acting with common and proper purpose
Act in good faith, care, skill, and diligence
Prioritise Pty Ltd's best interests
Declare and manage conflicts of interest
- ✔ **Governance & Compliance**
Ensure compliance with laws and regulations
Implement King IV-aligned governance structures
- ✔ **Conflict Resolution**
Manage conflicts effectively in the best interests of the Pty Ltd and its beneficiaries
- ✔ **Independence**
Exercise independent judgment in decisions
- ✔ **Risk Governance**
Oversee & approve EWRM Framework
Oversee & approve risk management policies
- ✔ **Performance Monitoring**
Evaluate financial & operational performance
Monitor and evaluate sustainable impact
- ✔ **Committees**
Participate in or establish board committees
- ✔ **Stakeholder Relationships**
Maintain transparency & responsiveness
- ✔ **Accountability**
Ensure timeous, accurate & transparent reporting
Ensure pro-active and responsive reporting
- ✔ **Conflict Resolution**
Manage disputes effectively in the Pty Ltd's best interest

Fund Board

Trustees roles and responsibilities

- ✔ **Strategic Oversight**
Guide the strategic direction and long-term objectives of the Trusts, ensuring alignment with the founding instruments and purpose
- ✔ **Fiduciary Duties**
Act with care, skill, and diligence as required under the Trust Property Control Act, 1988
Exercise fiduciary responsibility to act solely in the interest of the beneficiaries
Avoid self-dealing and ensure loyalty, honesty, and impartiality in all actions
Disclose and appropriately manage any conflict of interest
- ✔ **Governance & Compliance**
Ensure the Trusts operate in compliance with its Trust Deeds, the Trust Property Control Act, Tax laws, and any other applicable legislation
Establish governance practices aligned to King IV principles where relevant
- ✔ **Conflict Resolution**
Manage conflicts effectively in the best interests of the Trusts and its beneficiaries
- ✔ **Independence**
Exercise independent and objective judgment in all deliberations and decisions
Avoid undue influence from any stakeholder or affiliated entity
- ✔ **Risk Governance**
Oversee & approve EWRM Framework
Oversee & approve risk management policies
- ✔ **Performance Monitoring**
Evaluate financial & operational performance
Monitor and evaluate sustainable impact
- ✔ **Stakeholder Relationships**
Maintain transparency & responsiveness
- ✔ **Accountability**
Ensure timeous, accurate & transparent reporting
Ensure pro-active and responsive reporting

Director induction

In February 2025, ASISA ESDI held a comprehensive induction for its Directors, designed to align their understanding with the organisation's strategic vision and Governance Framework. The induction serves to ensure that Directors not only understand their responsibilities but are equipped with the knowledge to make informed decisions that align with the strategic objectives of ASISA ESDI.

The Chairperson and the COO provided an overview of ASISA ESDI, emphasising its strategic intent and the critical role it plays in promoting economic growth and sustainability within the enterprise development sector. This overview served to contextualise the ESDI's objectives and goals, ensuring all Directors are aligned with the organisation's mission.

Roles and responsibilities of the Directors were dealt with to clarify their fiduciary duties, governance principles, and independence expected of each Board member, laying the groundwork for effective participation and accountability.

The Directors were also introduced to the various programmes managed by Edge Growth, the trusted partner in driving ASISA's enterprise development efforts. A comprehensive overview of the funding mechanisms underlying these programmes emphasised the financial strategies that support ASISA ESDI's goals.

The skill sets of the Directors include ESG, governance, investment and asset management, actuarial, finance and development finance, accounting, strategy, risk management, sustainability, regulation and compliance, economics, education, etc.

Board effectiveness



Given the importance of effective committees, the assessment of their performance will be integrated into future governance enhancements.

Delegation to management



The executive team consists of the Chief Operating Officer of the ESDI, along with leads from both the fund manager and programme manager.



Lee Coller, CA(SA)
Chief Operating Officer

ASISA ESD Initiative



Caryn Moseley, LLB, MBA
Partner - Edge Growth Ventures

ASISA ESD Funds



Amanda Urban, MBA
Head of programmes - Edge Growth Solutions

ASISA ESD Company

The ASISA ESDI Management team has assumed operational management from Edge Growth. Current operational processes and methodologies are being implemented and tested, with ongoing refinements in progress. Client engagement and education initiatives are actively taking place to ensure alignment and understanding. Although we are still in the process of embedding these new ways of working, a solid foundation has been established, and we are confident in the progress achieved thus far.

Responsible investments and Investment Committee focus



Report of the Investment Committee Chairman

The ASISA Enterprise and Supplier Development (ESD) Funds play a pivotal role in fostering inclusive economic growth by identifying and supporting black-owned small and medium enterprises (SMEs) within the supply chains of ASISA members. Through the ASISA Enterprise Development Trust and Supplier Development Trust (collectively, the ASISA ESD Funds), the Committee provides recommendations for investment of loan and equity capital to empower these businesses, contributing to a more diverse and resilient economy.

Investment Activity and Portfolio Overview

During the period under review, the ASISA ESD Funds committed R15 million to new SME investments and allocated R27 million to support existing portfolio companies. By year-end, the Funds had a total committed capital of R562 million, of which R521 million had been deployed. This strategic deployment reflects our commitment to balancing growth opportunities with prudent risk management.

Strategic Reflection and Future Direction

This year, the investment team undertook a comprehensive review to reflect on lessons learned and refine our strategy for the next five years. As a result, we propose the following adjustments to the Funds' approach:

- **Refined Asset Allocation:** Reducing equity exposure to mitigate risk while maintaining growth potential.
- **Enhanced ESG Reporting:** Introducing robust environmental, social, and governance (ESG) metrics to align with global sustainability standards and enhance transparency.
- **Focus on Founder Diversity:** Prioritizing investments in SMEs led by diverse founders to promote inclusivity.
- **Integration of Lessons Learned:** Applying insights from past investments to improve the selection and management of portfolio assets.

These refinements aim to strengthen the Funds' impact while ensuring sustainable and inclusive growth.

Impact and Economic Contribution

SMEs are the backbone of our economy, and the ASISA ESD Funds are dedicated to fostering their development and promoting diversity within ASISA member supply chains. Our risk-mitigated investment strategy is bolstered by the active involvement of ASISA members, who serve as partners, suppliers, customers, or acquirers of investee companies. This ecosystem has enabled several portfolio companies to scale successfully, with some becoming attractive acquisition targets.

However, investing in SMEs is not without challenges. While our portfolio includes many successful investments, certain businesses have faced difficulties. The investment team, supported by Edge Growth, has worked diligently to manage these challenges, ensuring the best possible outcomes through robust post-investment support and strategic interventions.

Acknowledgments

I extend my heartfelt gratitude to my fellow Committee members for their unwavering dedication and expertise. I also commend the Edge Growth Investment team for their professionalism and conscientious management of the ASISA ESD Funds. Their efforts have been instrumental in advancing our mission.

Looking Ahead

The ASISA ESD Initiative remains committed to driving inclusive economic growth by empowering black-owned SMEs. We are proud of the impact achieved to date and confident that our refined strategy will further strengthen the Funds' contribution to a diverse and thriving SME ecosystem.

PAUL BOYNTON
Investment Committee Chairman

The Investment Committee

The Investment Committee (IC), composed of six investment professionals, is appointed by the Fund Manager, Edge Growth Ventures, with the Trustees retaining veto rights over appointments. All investment proposals are reviewed by the IC, which provides recommendations to the Fund Manager. In turn, the Fund Manager makes its recommendations to the Trustees for final decision-making. Edge Growth Ventures holds a Financial Services Provider (FSP) licence, ensuring compliance with regulatory requirements.

	<p>Paul Boynton Investment Committee</p> <p>Independent Chairman</p>
	<p>Riaz Gardee Investment Committee</p> <p>Head of Corporate Finance, Liberty</p>
	<p>James Howard Investment Committee</p> <p>Independent</p>
	<p>Grant Cloete Investment Committee</p> <p>Independent</p>
	<p>Thabiso Rulashe Investment Committee</p> <p>Executive Head of Strategy, Sanlam</p>
	<p>Lwanda Zingitwa Investment Committee</p> <p>Independent</p>

Committee

Committee purpose and how it contributes to value creation

INVESTMENT COMMITTEE (IC)

The role of the committee is, inter alia, to:

- Provide inputs to the Fund's investment plan and make recommendations for any adjustments;
- Review and evaluate proposed investments based on each Fund's investment mandate / criteria;
- Ensure all investments align with the Fund's investment mandate / criteria, risk profile and ethical standards; and
- Monitor the performance of the Fund's portfolio (including return on investment, impact, etc.) and assist in developing exit strategies.

1. Unless and to the extent otherwise specified in the Fund's delegation of authority (DoA), the Investment Committee will:

- 1.1. **Investment Review:** Review and make recommendations to the Fund Manager regarding investment opportunities presented by the Fund Manager;
- 1.2. **Portfolio Monitoring:** Monitor the performance of portfolio companies and assess the need for follow-on investments and other actions (e.g. exits, restructures, legal action, etc.);
- 1.3. **Exit Strategies:** Make recommendations to the Fund Manager regarding exit strategies for portfolio investments and recommend actions to maximise value for the Fund;
- 1.4. **Risk Management:** Assess risks associated with investments and ensure they align with the Fund's risk tolerance and guidelines;
- 1.5. **Liquidity and Asset Allocation:** Assess what is presented by the Fund Manager and make recommendations to the Fund Manager regarding each Fund's liquidity requirements for appropriateness given the business and operating environment risks and opportunities, and each Fund's asset allocation strategy;
- 1.6. **Investment Plan and Mandate:** Periodically review and propose to the Fund Manager any updates to the investment plan and Fund investment mandate / criteria, including monitoring the performance of each Fund against its investment mandate / criteria; and
- 1.7. **Ethical Oversight:** Ensure investments meet ethical, legal and regulatory standards of investments of the nature made by the Funds.

The Investment Committee makes recommendations to the Fund Manager, who in turn makes a recommendation to the Trustees. The Trustees of the Funds are the final decision-makers.

Chairperson's name

Paul Boynton

Members of committee during the period 1 Mar 2024 to 28 Feb 2025

Independent: Paul Boynton, Grant Cloete, Lwanda Zingitwa, James Howard

Funder Representatives: Thabiso Rulashe, Riaz Gardee

Invitees: Grant Torlage, Fund Manager, COO

Cosec: Fund Manager

Capitals



King IV™



Stakeholders



Responsible investment

Investments in the Funds are made in accordance with established investment criteria.



Governance of stakeholders


IV¹⁶

The governance of stakeholders within ASISA ESDI is essential for promoting transparency, mutual respect, and shared value creation. Central to this framework is the Stakeholder Engagement Policy, which has been designed to align with the ASISA ESDI's mission of driving inclusive and sustainable economic growth. This policy encompasses various stakeholders, including advisors, beneficiaries, civil society, employees, governing bodies, capital providers, partners, and service providers.

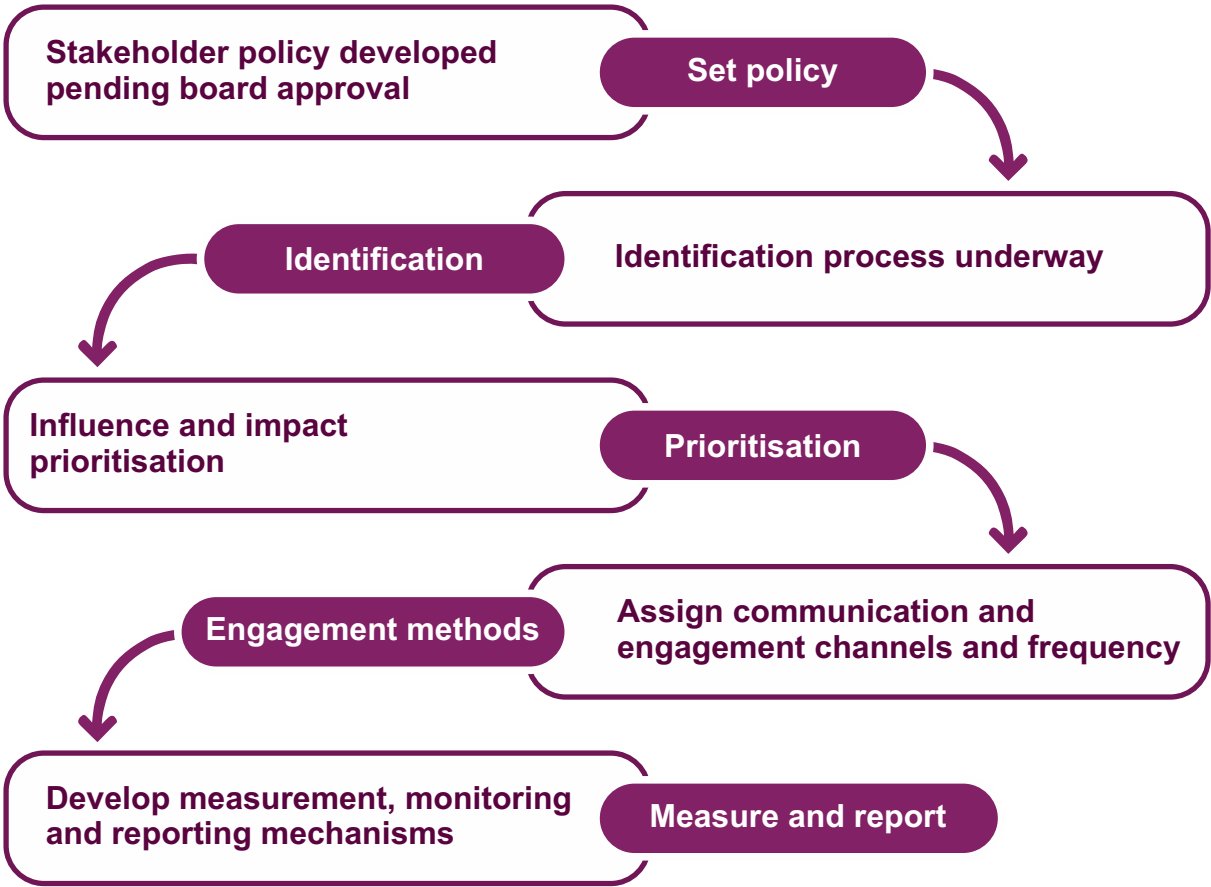
Annual stakeholder identification reviews will prioritise material stakeholders whose interests significantly influence the ASISA ESDI's operations. Engagement principles will focus on inclusivity, transparency, responsiveness, collaboration, accountability, and continuous improvement. Tailored engagement methods, such as newsletters, consultations, and surveys, will be used to address the specific interests of each group.

The Board of Directors of the ASISA ESD Pty Ltd and the Board of Trustees of the ASISA ED and ASISA SD Trusts approve the policy separately, while executive management will ensure its execution. Monitoring and evaluation will include annual reviews of engagement activities to inform future strategies, incorporating lessons learned and stakeholder feedback. The policy will undergo biannual reviews to ensure continuous alignment with stakeholder needs and organisational goals, reinforcing the ASISA ESDI's commitment to effective stakeholder governance.

Note:
The stakeholder mapping process encompasses three phases - identification, prioritisation and assignment of engagement methods.

 Read more about stakeholder engagement, including outcomes of the stakeholder survey on page 42.

Stakeholder engagement is being formalised through the following steps.



ACRONYMS AND CORPORATE INFORMATION



AFD	Agence Française de Développement
AUM	Assets Under Management
B-BBEE	Broad-Based Black Economic Empowerment
BDS	Business Development Support
BMI	Business Maturity Index
CFP	Certified Financial Planner
CPD	Continuing Professional Development
CRM	Customer Relationship Management
ED	Enterprise Development
ERP	Enterprise Resource Planning
ESD	Enterprise and Supplier Development
ESDI	Enterprise Supplier Development Initiative
FPI	Financial Planning Institute
FSP	Financial Services Provider
GDP	Gross Domestic Product
GOF	Green Outcomes Fund
IFA	Independent Financial Advisor
IC	Investment Committee
ICT	Information and Communications Technology
IFRS	International Financial Reporting Standards
INSETA	Insurance Sector Education and Training Authority
IRR	Internal Rate of Return
MBR	Motor Body Repairer
MDS	Momentum Distribution Services
MFP	Master Financial Planner
MG	Momentum Group
ML	Metropolitan Life
NPC	Non-Profit Company
ROI	Return on Investment
SA	South Africa
SD	Supplier Development
SDGs	Sustainable Development Goals
SEDFA	Small Enterprise Development and Finance Agency
SMMEs	Small, Medium, and Micro Enterprises
SOE	State-Owned Enterprise
SOP	Standard Operating Procedures
UN	United Nations

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