



ECIC 2025/26 CORPORATE PLAN

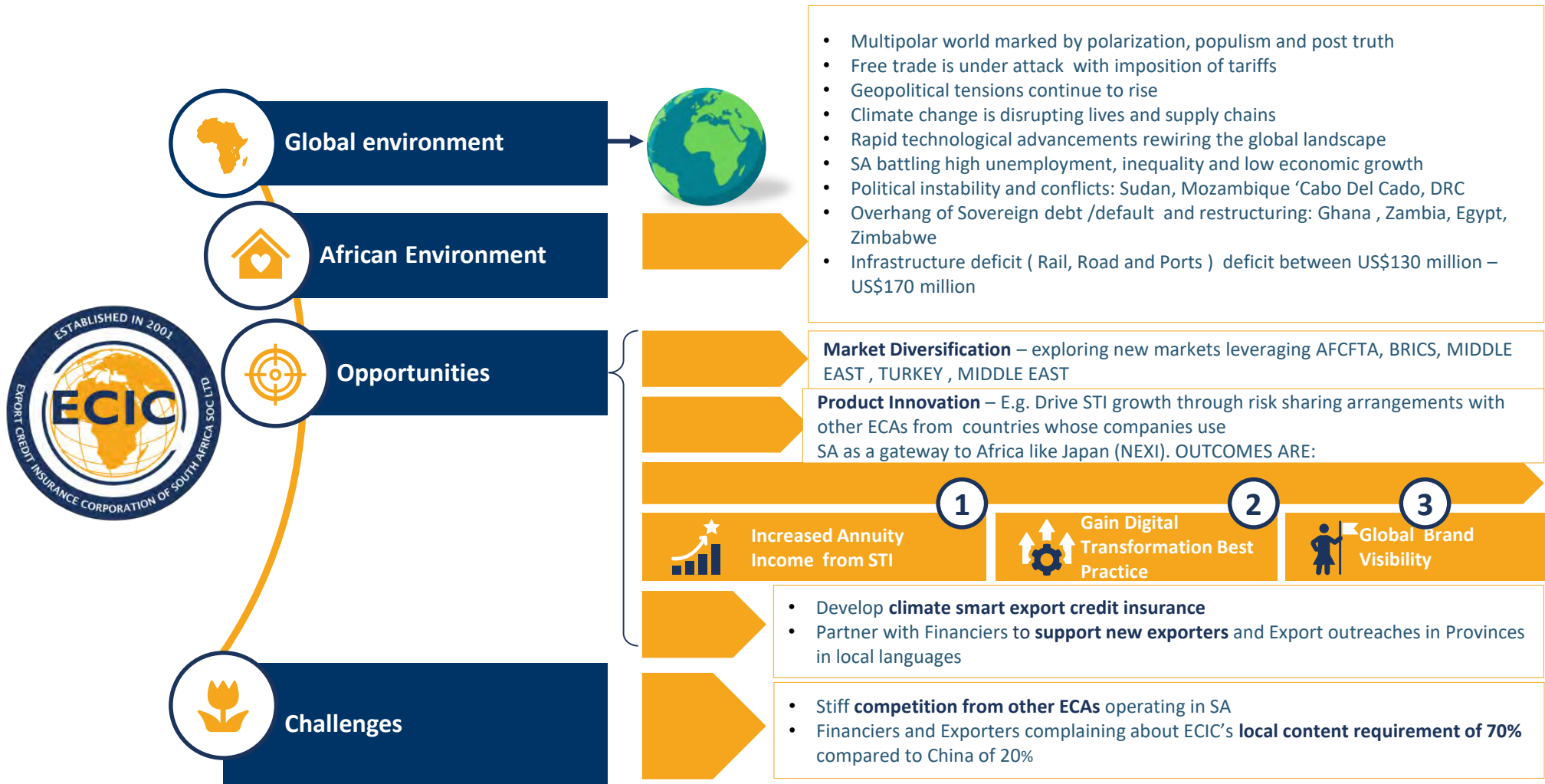
15 October 2025

YOUR EXPORT **RISK** PARTNER



CONTEXTUAL ENVIRONMENT

Relevance in a rapidly changing global and local landscape

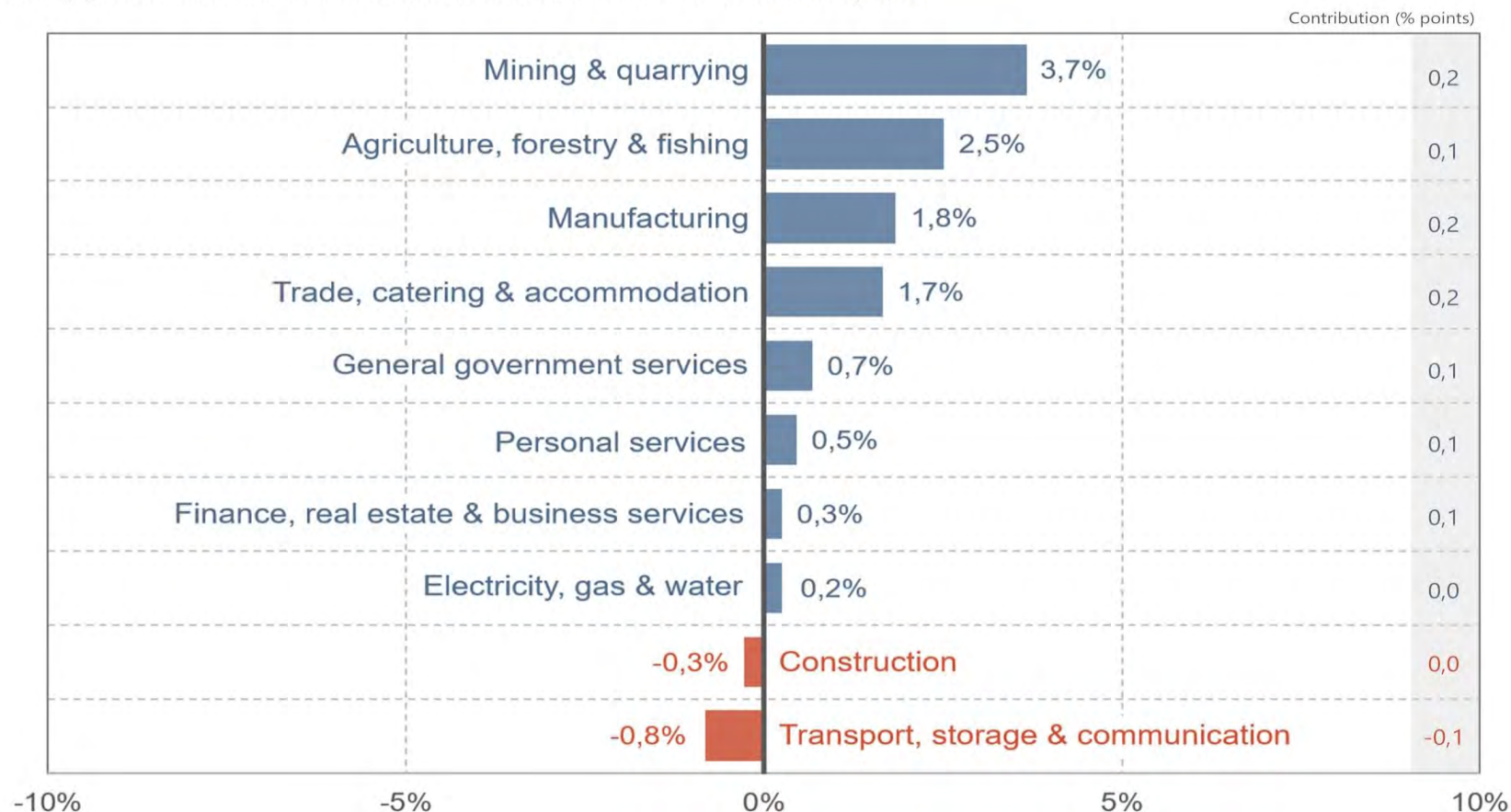


Industrial Policy is anchored on 3Ds: 1. Decarbonisation; 2. Digitalisation; and 3. Diversification

SA ECONOMY Q2 PERFORMANCE

Figure 1: Eight industries grew in Q2: 2025

Industry growth rates. Q2: 2025 compared with Q1: 2025. GDP increased by 0,8%



Constant 2015 prices, seasonally adjusted Source: Gross domestic product (GDP), Second quarter 2025



ECIC STRATEGIC 2025/26 OBJECTIVES AND TARGETS



THE DTIC FOCUS AREAS AND ECIC ALIGNMENT (OBJECTIVES AND TARGETS)



1. Strategic Market Access: Exports for Global Markets: (achieved)

- Gross Written Premium of R400 million



2, Workforce Readiness and Skills for the Economy; and Market Concentration and Economic Inclusion (achieved)

- Maintain Level 1 B-BBEE Score



3. Red Tape Reduction (achieved)

- 20% of prioritized business processes automated



4. Building a Capable, Ethical and Developmental State (in progress)

- No breaches on risk appetite limits; 5% Increase in equity; tax exempt status for ECIC; Keep underwriting costs under R140m; Employee engagement score above 70%; Culture entropy score below 20%; Clean audit with no repeat findings, no more than 3 new findings on BAC report



5. Unlocking Access to Capital / Finance Outside of the State (in progress)

- South African Export-Import Bank operational by 2028





**STRATEGIC OBJECTIVE 1: MARKET
ACCESS: GLOBAL EXPORTS FOR GLOBAL
MARKETS (R400M GWP)**

**NB: GWP MUST BE ASSESSED IN THE
CONTEXT OF ECIC AS A FINANCIALLY
STABLE DEVELOPMENTAL CORPORATION**



Most recent position (August YTD)

9bn
(Funds under management)

ECR Cover Ratio
366%

SCR Cover Ratio
292%

ECONOMIC IMPACT

PAST 10 YEARS



US\$1.9 billion
(R26.1 billion)
Worth of loans

Jobs created
South Africa
41 527



2025/26 YTD



1 Project
Drawdown of
R49.9 Million

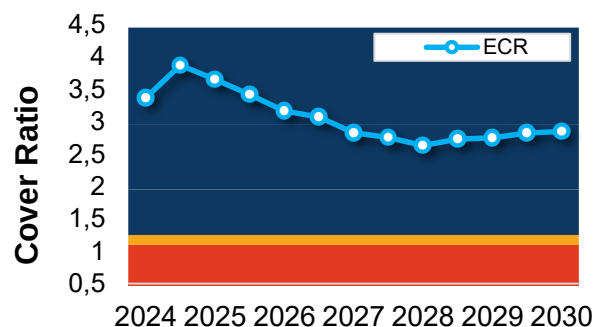
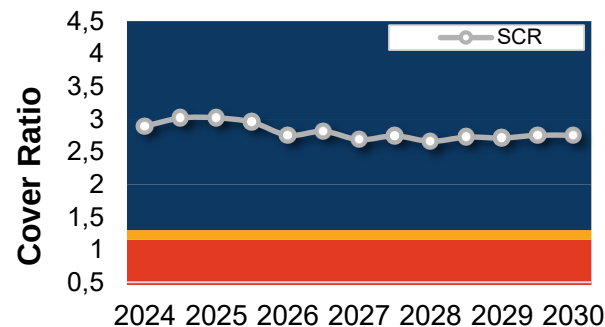
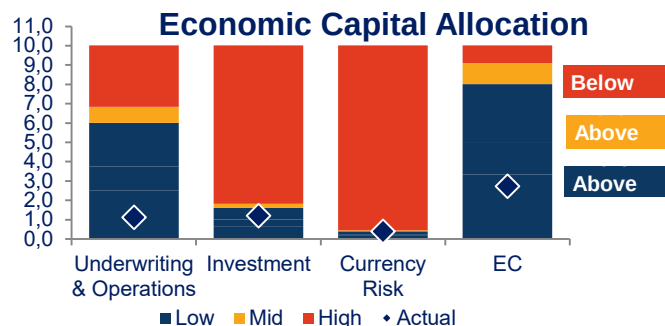
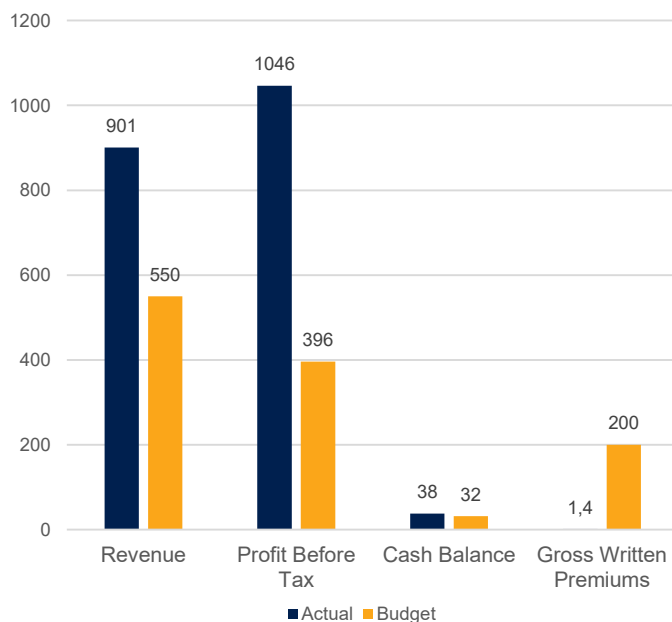
Jobs created 63
(62 construction phase
and 1 operational phase)



Manufactured exports

R43,8 million

FINANCIAL SUSTAINABILITY



HIGHLIGHTS AND POTENTIAL GROSS WRITTEN PREMIUM

GROUNDBREAKING

Reinsurance Agreement.



Signed at **TICAD9** in Yokohama between **NEXI** and **ECIC**



STRATEGIC FRAMEWORK

NEXI will reinsure ECIC's export credit insurance.



Japanese companies operating in **South Africa** are to expand exports into third-world markets and within the African continent

Material Transactions

Closed / About to be closed.



MozLNG

\$800m

Est Premium - \$148m
(R2.6bn)



Quantum, Angola

\$161,5m

Est Premium - \$18m
(R317m)

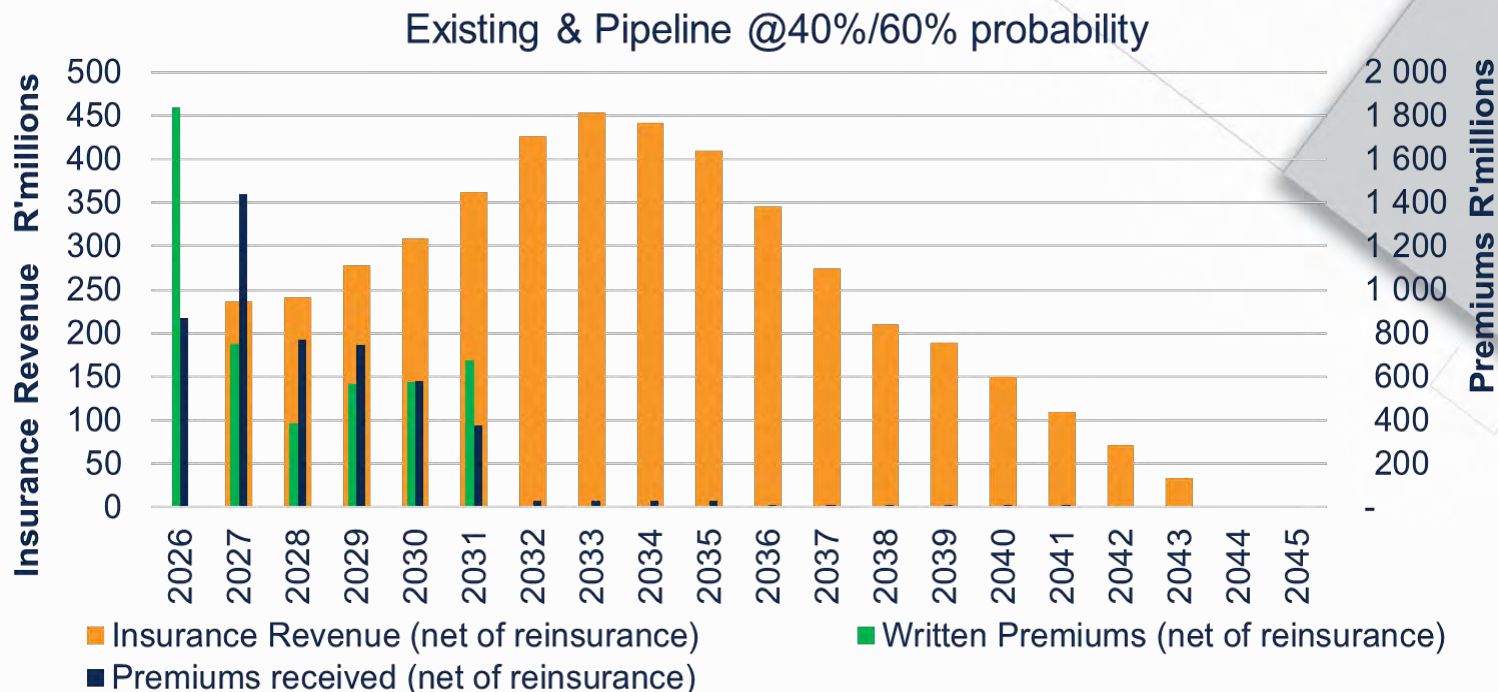


Yellow Equipment

\$308m`

Est Premium - \$19m
(R347m)

INSURANCE REVENUE VS GROSS WRITTEN PREMIUMS

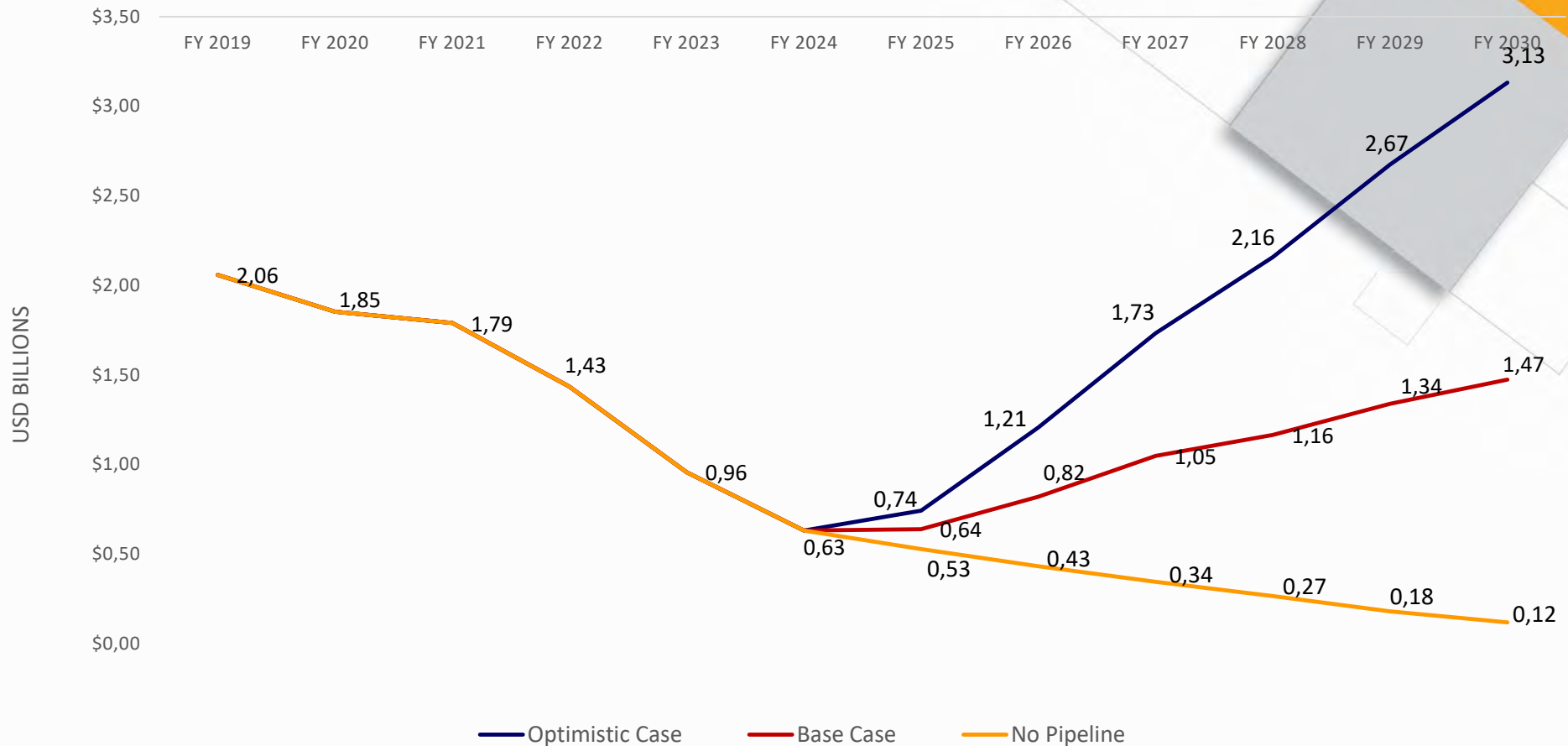


THE GRAPH DEPICTS:

Latest forecast over the planning period for **both existing and new business** (i.e. pipeline with a 40%/60% probability of materialising):

- Cumulative written premiums and premiums received of nearly **R5bn (net of reinsurance)**. Written premium is booked when the policy becomes effective, irrespective of when premiums will be received.
- **How these premiums are earned** as Insurance Revenue until the expiry of all policies. Ensuring revenue is earned in line with portfolio exposure run-off.

EXPOSURE FORECAST RANGE

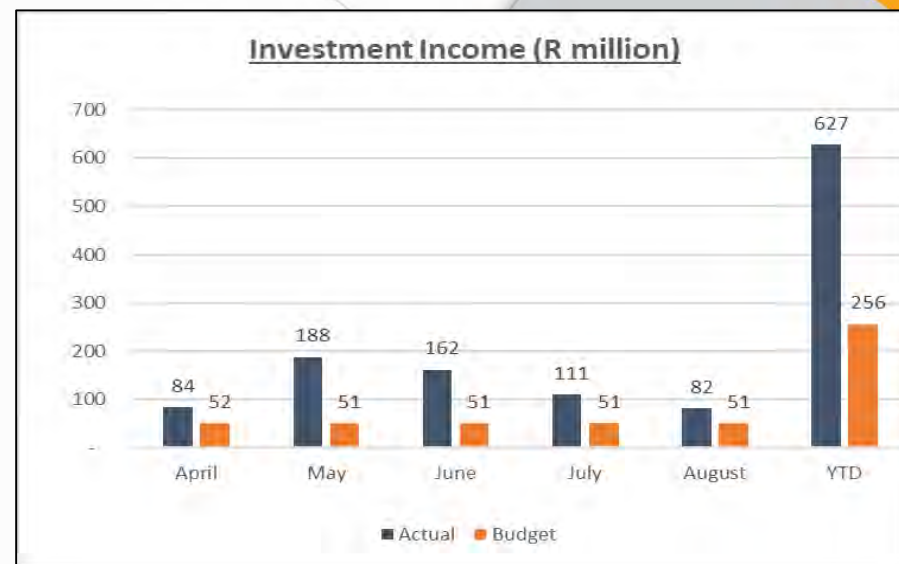
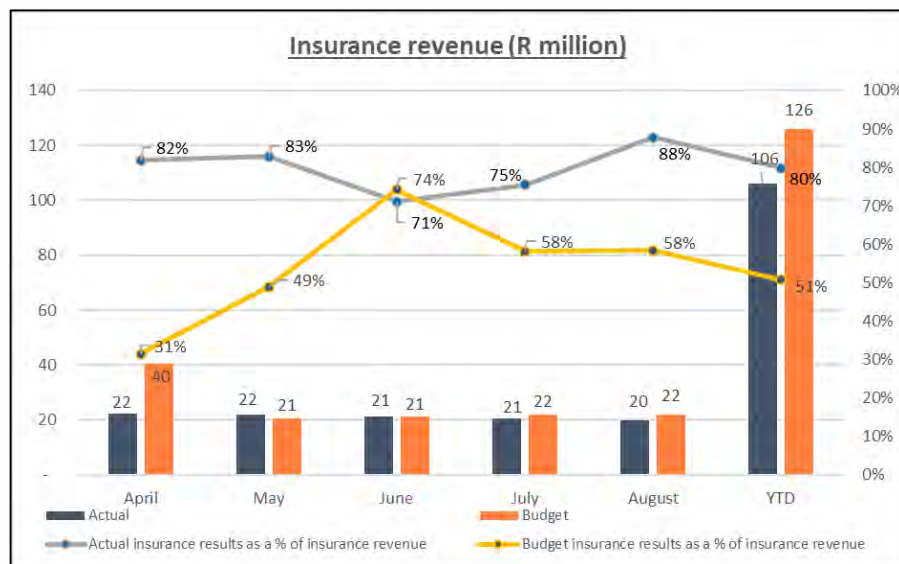


- Pipeline optimistic case **at 100%**
- Pipeline base case **at 40%** plus projects approved **at 60%** [Moz LNG, Yellow Equipment, DRC, NMSI, Zimbabwe]



FINANCIAL PERFORMANCE – CONFIRMING FINANCIAL STABILITY

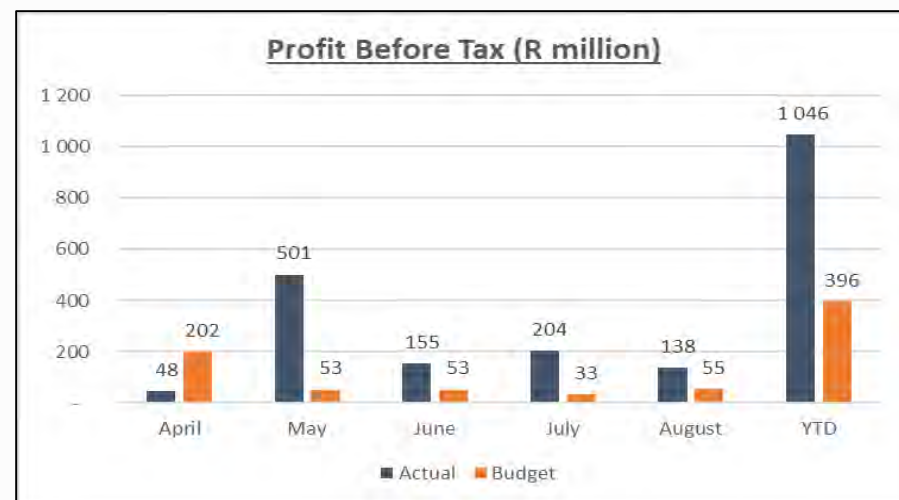
AUG 2025 FINANCIAL RESULTS – PROFIT BEFORE TAX



The Corporation generated a profit before tax of R1 billion, for the period ended 31 August 2025 against a budgeted profit of R396 million, resulting in an overperformance of R650 million.

This is primarily driven the positive variances on:

- Investment income of R371 million driven by better than anticipated global and local market investment performance;
- Foreign exchange variances of R245 million due to foreign exchange movements and differences on the opening balances on net assets; and
- Other income of R8 million was driven by interest accrued on income tax receivable from SARS.





STRATEGIC OBJECTIVE 2: B-BBEE LEVEL 1

ECIC SOCIO-ECONOMIC DEVELOPMENT

- Total budget for 2025/26: **R6 705 640** (1% of 2024/25 Net Profit After Tax)
- The ASISA Foundation contracted for the implementation of the Consumer Financial Education (CFE) initiatives
 - Budget of **R2 682 256** (40% of SED budget required for CFE initiatives per B-BBEE Amended Financial Sector Code)

	L+EARN #BIZ 2025 PROGRAMME	FINANCIAL LITERACY AND MICRO-ENTERPRISE (FLAME) 2025/26 PROGRAMME
	To enhance the financial and entrepreneurial capabilities of young black micro-business owners.	To transfer personal and business financial literacy knowledge and skills to enable effective and informed financial decisions in starting, running and sustainably growing their business.
Provinces	Gauteng, Eastern Cape, Mpumalanga, Limpopo and Kwazulu-Natal	Gauteng, North West, Eastern Cape, Western Cape (Atlantis and Hermanus), and Garden Route
Offering	Virtual Learning, Interactive Webinars, and Personalised Online Coaching	Financial Literacy Training, Coaching, Grant Funding and Market Access
Participants	84 (60% Black African Women)	60 (85% Black; 40% Black African Women; 30-40% Youth)

ECIC SUPPLIER DEVELOPMENT AND ENTERPRISE DEVELOPMENT

- Total budget for 2025/26: R20 116 920 (3% of 2024/25 Net Profit After Tax)
 - Supplier Development R13 411 280
 - Enterprise Development R 6 705 640
- Since ECIC only has one office it is reliant on a partnerships with NEF and Tsys to identify beneficiaries for Enterprise Development

BENEFICIARY 1: LaDina (Pty) Ltd	BENEFICIARY 2: Pantone Creations (Pty) Ltd
R367 268 for working capital to purchase raw material and stock	R733 507,34 for a delivery vehicle, machinery and software support
100% Black Female Owned Exempted Micro Enterprise based in Gauteng	100% Black Female Owned Exempted Micro Enterprise based in Gauteng
Currently employs 9 permanent employees which will increase by 5 additional permanent employees due to ECIC grant funding support	Currently 2 employees increasing by 2 due to ECIC grant funding support
BENEFICIARY 3: Eclipse Stationers CC	BENEFICIARY 4: Imsimbi Training (Pty) Ltd
R425 573,25 for a delivery vehicle and computer equipment	R357 693,96 for furniture and equipment
100% Black Female Owned Exempted Micro Enterprise based in Gauteng	51% Black Owned Qualifying Small Enterprise based in Gauteng
Currently 11 employees increasing by 2 due to ECIC grant funding support	Currently 30 employees increasing by 3 due to ECIC grant funding support





**STRATEGIC OBJECTIVE 3: 20% OF
BUSINESS PROCESSES
AUTOMATED (NEW BUSINESS
AUTOMATION PLAN)**

BUSINESS PROCESSES TARGETED FOR AUTOMATION



Fixed Asset Module

- 90% of test cases passed during the user acceptance testing.
- One report failed the test, and custom development will be finalised in Q3 before another round of testing.



Data Analytics and Business Intelligence

- Procurement process in progress



Customer Relationship Management (CRM) System

- Business requirement analysis in progress



Actuarial Modelling Tool

- Business requirement analysis in progress



Insurance Management System (IMS)

- Digitalisation benchmarking visit to KUKE (Poland ECA) conducted in August 2025.
- Digitalisation benchmarking exercise with Sinosure (China ECA) conducted in September 2025.



STRATEGIC OBJECTIVE 4: BUILDING A CAPABLE, ETHICAL DEVELOPMENTAL STATE



1. Financial Stability August YTD

- ✓ Producing positive financial returns (**exceeding budget August YTD on profit before tax line**) with no **government bailout** and **paying tax to SARS as a schedule 3 corporation**
- ✓ Strong capital solvency- assets of approximately **R10bn**
- ✓ Signed Gross Written Premiums totalling approximately **R664m vs R400m: Quantam and Yellow Equipment**

2. No Compliance Breaches

3. On track to achieving developmental mandate

CULTURE GOALS AND KEY INITIATIVES

Culture Goals	Key Initiatives	Expected Business Impact
Strengthening leadership as a key driver of the organisational culture	• Agree on leadership behaviours • Leadership assessment and implementation of the Leadership development programme	Leaders that are able to drive the desired culture
Reducing inefficiencies within the Corporation	• Business Process Review task team formed and plan implemented	Culture entropy score reduced from 47% to 20%
Building and maintaining an ethical culture	• Ethics training and awareness • Ethics Assessment and Reporting	Zero tolerance stance on unethical behaviour and breaches
Creating a culture of high performance and a client centric culture	• Continuous improvement of the performance management system	Effective performance and consequence management
Embed a risk and governance culture that is enterprise wide	• Risk training and awareness • Risk Assessment and Reporting	Improved risk maturity levels



STRATEGIC OBJECTIVE 5: SOUTH AFRICAN EXPORT- IMPORT BANK OPERATIONAL BY 2028



EXIM BANK BY 2028/29 - PHASED APPROACH



Conversion of Afreximbank class B shares to class A

- Already presented to Parliamentary committee
- After ratification ECIC obtains Class A shares
- NDA signed with Afreximbank for Technical Assistance with Exim Bank Business Case
- SATIPP 2.0 to benefit Provinces



Next Steps

- Parliament to ratify SA Govt ascension to Afreximbank Establishing Agreement
- Subject to the above ratification, ECIC to convert its current Afreximbank Class B shareholding to Class A shareholding
- Afreximbank to send a technical assistance proposal to ECIC to assist with the EXIM Bank business case
- ECIC to approve Business Case to make a recommendation to the Minister



Draft Legislation with two options

- Converting ECIC to SA EXIM Bank
- ECIC and EXIM Bank existing as separate entities



THANK YOU