



# Presentation to Portfolio Committee on Trade, Industry & Competition

## 2026/27- 2030/31 Corporate Performance Plan

29 April 2026



## Vision

*“To be a world-class export insurer in facilitating South African export trade and cross-border investment globally.”*

## Mission

*“To provide insurance solutions in support of South African goods and services by applying best practice underwriting and risk management principles.”*

## Mandate

*“To facilitate export trade( export of (capital and consumables) Goods and Services) and cross-border investments between South Africa and the rest of the world.”*

*(Export Credit and Foreign Investments Insurance Act, 78 of 1957)*

### **MLT – Insurance Business:**

Underwrite bank loans (provided by South African registered financing institution) that finance Goods and Services that are purchased by foreign buyers from South African Exporters.

Underwrite investments (shareholder loans and hard equity) made by South African companies in foreign entities.

### **STI Insurance Business:**

Expanded mandate to underwrite short term insurance transactions (consumables) – Include priority sectors in the **dtic**'s Masterplans

# SWOT Analysis



## Strengths to leverage

- Financially stable – R2.1bn profit YTD vs R770m YTD budget
- Strong capital adequacy without government recapitalization – AUM of R9bn; ECR- 366 ; SCR – 292
- Supporting SA exporters doing business in African countries
- Adhering to strong corporate governance principles
- Established relationships with Banks
- Strong investment performance

## Weaknesses to manage

- Need to continue emphasizing jobs and industrial impact
- Limited capital base compared to global peers
- Portfolio concentration – exposure to African sovereign risk; project finance emphasis
- Taxation leakages- tax paying entity with approximately R4bn of taxes paid to date
- Legacy system slowing responsiveness
- No integrated export lending arm
- High cultural entropy indicating the need for cultural transformation
- Medium- to Long-Term Business has Inherently long gestation period which results in underwriting losses

## Opportunities to exploit

- Opportunities in the execution of the African Continental Free Trade Area (AfCFTA);
- BRICS expansion
- Reduce exposure through the use of reinsurance and guarantees eg Afreximbank and NEXI
- Decarbonisation – green economy, battery value chains, beneficiation of critical minerals
- SMME export inclusion to create jobs and to build an inclusive economy

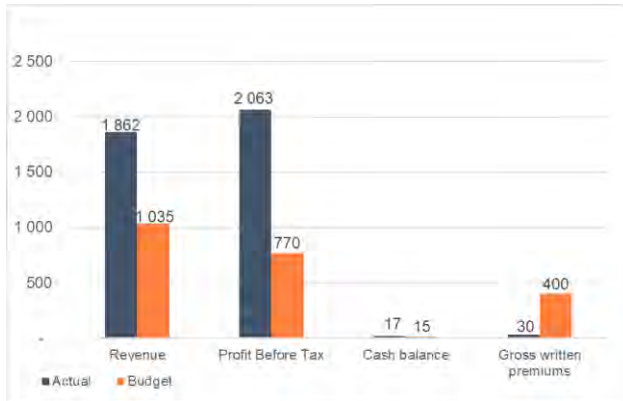
## Threats to mitigate

- Stiff competition: State –backed ECAs and private market insurers
- Sovereign debt distress of some African countries
- Climate catastrophe risk
- Cyber security breaches/attacks
- Balance sheet erosion due to exchange rate volatility
- Negative impact of a large claim and/or several claims eg. Ghana
- Protectionists trade shifts

# Financial Sustainability And Achieving Developmental Mandate

Most recent position (February YTD)

## Financial Sustainability



## Economic Capital Allocation



Project	Country	Nature of goods exported	Amount over last 2 years
Bond Equipment	Australia	Mobile Plant	R32,7 million
Hall Longmore	Zambia	Steel Pipes	R50 million
EDM	Mozambique	Electric Cables	R143 million



## Economic Impact

### Past 10 Years



**US\$1.9 billion (R26.1 billion)** worth of loans supported



**41 527** Job opportunities

### 2025/26 YTD



**1** Project in Drawdown phase and **R109 million** drawn



**128** Job opportunities (126 construction phase and 2 operational phase)



**Manufactured Exports**  
R60 million (Electric Cables)

2023FY-2024FY cumulative claims settled- R5bn. Current balance sheet of R10bn which can be leveraged 12 times

# Industry and Competitor Analysis



Country	ECA/ Exim Bank Structure	Combined Assets	Export Support	Market Share	Success Factors
China	China EXIM + Sinosure	\$723B+\$45B	\$89B Annually	25-30%	Specialised mandates, policy coordination
India	India EXIM + ECGC	\$21.8B+\$ 2.1B	\$35B Annually	20-25%	Regulatory clarity, risk specialization
Brazil	BNDES +ABGF	\$345B+\$8B	\$42B Annually	15-20%	Comprehensive product range, private partnerships
Korea	Korea EXIM+ KSURE	\$65B+\$12B	\$28B Annually	18-22%	Technology focus, efficient coordination
South Africa	ECIC ( Insurance only)	\$500M assets	\$ +/- 250M Exposure	<5%	Limited scope, capital constraints. Launch of SA EXIM will be a success factor

*Sources: Various ECA Annual Reports 2023-2024; Berne Union Statistics 2024*

## WHERE TO PLAY

### Geographic markets – Diversification

- SADC is our primary market
- East Africa corridor
- Select Middle East linkages
- Far East Asean region

### Sector Focus/ Diversification – \$5bn projects in the pipeline in the following sectors:

- Energy and renewables
- Oil and Gas
- Transport and logistics
- Infrastructure
- Aerospace and Defence
- Mining( critical minerals)
- Medical supplies

### Decarbonisation

- Renewables underwriting
- Climate resilient infrastructure and technologies

### Digitisation

- Short term insurance digital platform/Insurance management system

### A. Product innovation for Short Term Insurance( STI)

- Discounting and factoring
- Master Risk Participation, Facilities arrangements (Bonds and working capital)

### B. Focus on existing STI products

- Trade credit insurance
- Pre and post delivery
- Supplier credit
- Performance bonds and Working Capital
- Lease and return of equipment

### C. Focus on existing MLT products

- Buyers credit/Project Finance/Sovereign/Corporate
- Investment insurance

### D. Strategic partnerships

- Afreximbank SATIPP 2.0- USD3 billion
- Syndication/guarantees/reinsurance to reduce ECIC exposure especially on LNG projects
- Partnership with SA Banks and DFIs

## HOW TO WIN

### E. Establishment of a South African Export-Import Bank

**Fact 1:** South Africa's trade finance ecosystem exhibits significant market failures that constrain export growth and limit access for Small, Medium and Micro Enterprises (SMMEs).

**Fact 2:** 5% of SA exporters (less than 200 companies) contribute 95% of total exports. These exports are concentrated in the automotive, mining and agriculture sectors

**Fact 3:** South Africa has by far the most untapped export potential of any African country – about \$75 billion, or 20% of the country's current Gross Domestic Product, according to the latest RMB 'Where to Invest in Africa' Report.

**Fact 4:** South Africa faces a critical trade finance gap of approximately R151.2 billion that severely constrains export growth and economic development.

**Purpose:** Direct export credit lending, buyer's credit, SME working capital, Trade finance lines, climate- aligned project finance

**Structure:** ECIC-insurance & guarantees, SA Exim Bank: lending arm, ring-fenced capital, coordinated governance  
**Phased implementation**, beginning with a feasibility study and legislative changes in FY2026/27 and Exim bank launched in FY2027/28

## REQUIREMENTS

### CAPABILITIES REQUIRED

Structured finance expertise, Portfolio guarantee modelling, reinsurance optimisation, Advanced diplomatic and government relations

### MANAGEMENT SYSTEMS REQUIRED

Clear risk appetite framework, Capital allocation discipline, Concentration risk dashboards, Early warning country monitoring, Digital claims system, Development impact tracking

# Strategic Goals - Alignment to dtic Focus Areas



dtic focus areas



**Strategic Market Access:  
Export for Global Markets**



**Unlocking Access to  
Capital / Finance  
Outside of the State**



**Workforce Readiness and Skills  
for the Economy; and Market  
Concentration and Economic  
Inclusion**



**Red Tape Reduction**



**Building a Capable, Ethical and Developmental State**

ECIC Strategic goals

## Strategic Goal 1: Export Growth

### 1. Underwriting

- Value of approved transactions of \$530 million (see slide 9)
- Value of approved transactions under Short-term products of \$180 million (from facilities with major Banks and STI pipeline)
- Value of disbursements from MLT Portfolio of \$355 million
- Value of disbursements from STI Portfolio of \$40 million
- Resulting Gross Written Premium of R1,8bn (including both MLT & STI business)

### 2. Strategic Partnerships

- SATIPP 2.0 - \$3bn from Afreximbank to be used for syndication /funding(SMMEs) and guarantee of ECIC projects
- Pursue Reinsurance Agreement with Sinasure and Other ECAs
- Pursue facility agreements with commercial banks and DFIs
- Implementation of NEXI reinsurance agreement
- Syndication or reinsurance by at least 25% of identified large transactions.

### 3. EXIM Bank

- South African  
Collaborate with Afreximbank on feasibility study
- Set up a PMO for the establishment of the Exim Bank
  - Set up a steering committee including Afreximbank, DTIC, ECIC and external advisors
  - ECIC legislation and legislation enabling SA Eximbank approved by Parliament by March 2027

## Strategic Goal 2: Economic transformation

- Maintain Level 1 B-BBEE Score
- 20 SMEs that participate in transactions underwritten by ECIC
- 10 000 job opportunities created/ sustained for manufactured exports
- Contribute 3% of NPAT from the previous year to Transformation Fund/ ESD

Expected job opportunities created of approximately 70 000 over the next 5 years depending on the projects that reach drawdown phase

## Strategic Goal 3: Operational Efficiency

- Automation of core business processes
- CRM system implemented with 70% utilisation by targeted users.

Customer Relationship Management (CRM) and Insurance Management System (IMS) for reduction in turnaround times

## Strategic Goal 4: Financial Sustainability

- 80% Combined ratio
- Outperform Investment Portfolio composite benchmark by at least 1%
- ECR above 125% and SCR above 130%
- Clean audit

## Strategic Goal 5: Culture transformation

- Culture entropy score below 30%
- Succession Coverage for Key Positions at least 55%(% of key roles with identified successors ready within 1 year)

# Strategic Goal 1 - Export Growth

KPIs	Baseline	2027FY Target	2028FY Target	2029FY Target	2030FY Target	2031FY Target	Risks to achieving KPIs	Risk Mitigation
Value of approved transactions (MLT)	Actual: USD 168m Forecast: USD 307m	USD530m	USD555m (▲5%)	USD583m (▲5%)	USD612 (▲5%)	USD643m (▲5%)	<ul style="list-style-type: none"> <li>Fiscal constraints for sovereign backed deals</li> <li>Force Majeure(Political instability)</li> <li>Deterioration of credit risk</li> </ul>	<ul style="list-style-type: none"> <li>Prudent application of country risk assessment especially debt sustainability criteria.</li> </ul>
Value of disbursements from MLT Portfolio	\$97 million	At least \$385 million	At least \$355 million	At least \$315 million	At least \$290 million	At least \$305 million		
Value of approved transactions (STI)	Actual: USD 7,7m Forecast: USD 90m	USD180m	USD270m (▲50%)	USD300m (▲11%)	USD330 (▲10%)	USD360m (▲9%)	<ul style="list-style-type: none"> <li>Slow uptake of the master facilities by the banks and DFIs</li> <li>Slow turnaround times for STI transactions due to lack of an Insurance System</li> <li>Inadequate STI skills</li> </ul>	<ul style="list-style-type: none"> <li>Broadening of the commercial banks base</li> <li>STI system procurement in progress.</li> <li>Approval of new headcount in the STI business and STI training</li> </ul>
Value of disbursements from STI Portfolio	\$33,5 million	At least \$40 million	At least \$45 million	At least \$50 million	At least \$54 million	At least \$58 million		
Gross Written Premium	Actual: R27m Forecast:R320m	R1,8bn	R1,1bn	R790m	R570m	R670m	<ul style="list-style-type: none"> <li>Delays in projects reaching financial close</li> </ul>	<ul style="list-style-type: none"> <li>Better structuring of the transactions</li> </ul>
Secure syndication or reinsurance or guarantees for identified transactions	12% (MozLNG reinsured for USD280m)	Syndication or reinsurance by at least 25%	Syndication or reinsurance by at least 25%	Syndication or reinsurance by at least 25%	Syndication or reinsurance by at least 25%	Syndication or reinsurance by at least 25%	<ul style="list-style-type: none"> <li>Lack of appetite from the reinsurance market or guarantors</li> </ul>	<ul style="list-style-type: none"> <li>Broadening of the reinsurance partners</li> </ul>
SA EXIM Bank and ECIC Legislation	Draft legislation enabling the SA Eximbank and ECIC legislation completed; awaiting Feasibility study	SA Eximbank feasibility study, Eximbank enabling legislation, and draft ECIC Legislation submitted to the dtic	Exim bank launched in FY2027/28	Collaboration with SA EXIM Bank to support export trade financing facilities(STI) and MLT.			<ul style="list-style-type: none"> <li>Delayed processing of the legislation by Parliament</li> </ul>	<ul style="list-style-type: none"> <li>Early submission of the legislation to the dtic and stakeholder engagements</li> </ul>



## Value of Approved Projects - MLT

- The updated pipeline includes transactions to the value of US\$ 4bn (\$1,6bn FY2027, \$1,6bn FY2028, \$0,7bn FY2029). Of these US\$ 1,6bn have an anticipated approval date in FY2027.
- Assigning to each transaction a (Low/Medium/High) probability of materialising, the probable value of possible approvals are US\$ 528mil.
- The pipeline is lumpy and dynamic, making it difficult to pin down a specific amount that is achievable within a one year period. This is demonstrated by Scenarios Low/Base/Optimistic.

## Reinsurance/Guarantee/Syndication

- The list shows the transactions that have been identified for which reinsurance are desirable.
- US\$ 280mil will be placed once Total Moz LNG becomes effective.
- If we target that 25% of the US\$ 2,4bn needs to be reinsured, a balance of US\$ 326mil reinsurance capacity still needs to be secured.

**NOTE:** Generally the reinsurance market is sceptical about political violence and does not provide cover in jurisdictions where there is political violence. ECIC strategy will be to utilize reinsurance agreements with NEXI & Sinasure and other ECAs.

Approvals FY2027 (US\$' millions)		
Likelihood	Full	Probability
L	\$ 661	\$ 116
M	\$ 889	\$ 356
H	\$ 93	\$ 56
	<b>\$ 1 643</b>	<b>\$ 528</b>

Low (0.6 x Base)	\$ 317
Base	\$ 528
Optimistic (1.2 x Base)	\$ 633

US\$' million	Gross	Reinsurance
Total Moz LNG	\$ 800	\$ 280
Exxon Mobil	\$ 600	
Kabanga Nickel Mine	\$ 340	
Kasumbalesa	\$ 327	
Saurimo	\$ 162	
Yellow Equipment	\$ 195	
	<b>\$ 2 424</b>	<b>\$ 280</b>
Reinsurance Target 25%		\$ 606
Already placed		\$ 280
Still to be placed		\$ 326

US\$' million	FY2027		
	%	Full	Probability
Exxon Mobil	40%	\$ 600	\$ 240
Kasumbalesa	20%	\$ 327	\$ 65
Karo Platinum	10%	\$ 160	\$ 16
Lueno Saurimo (tranche 1	40%	\$ 154	\$ 62
BHL PPP Toll Road	40%	\$ 135	\$ 54
Ethiopotash B.V.	20%	\$ 100	\$ 20
Chirundu Border Post (Zir	60%	\$ 53	\$ 32
Chirundu Border Post (Za	60%	\$ 40	\$ 24
Elecnor	20%	\$ 50	\$ 10
Sandock Austral Shipyard	20%	\$ 24	\$ 5
		<b>\$ 1 643</b>	<b>\$ 528</b>

Sector	Full	Probability
Infrastructure	\$ 616	\$ 181
Oil & Gas	\$ 600	\$ 240
Construction	\$ 93	\$ 56
Power	\$ 50	\$ 10
Mining	\$ 260	\$ 36
Boat Building	\$ 24	\$ 5
	<b>\$ 1 643</b>	<b>\$ 528</b>

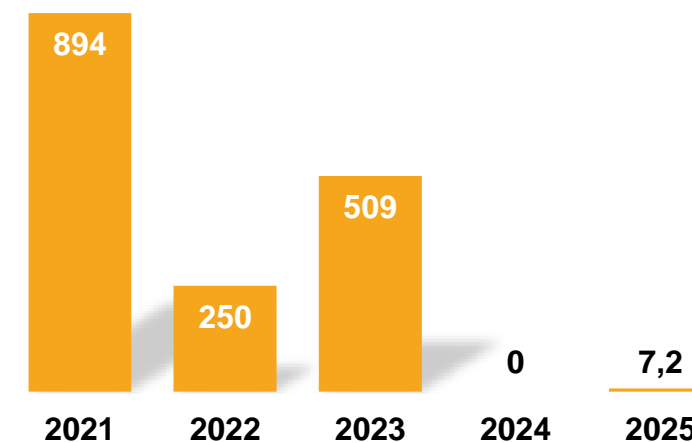
# Export growth - MLT Approvals



Link 3 Ds	Client/Project Name	Sector	Prop	2027	2028	2029
Diversification	Exxon Mobil	Oil & Gas	40%	\$ 600		
Diversification / Decarbonasation	Kasumbalesa	Infrastructure	20%	\$ 327		
Decarbonisation / Digitisation	Karo Platinum	Mining	10%	\$ 160		
Diversification / Decarbonasation	Lueno Saurimo (tranche 1 & 2)	Infrastructure	40%	\$ 154		
Diversification / Decarbonasation	BHL PPP Toll Road Concession Project	Infrastructure	40%	\$ 135		
Decarbonisation / Digitisation	Ethiopotash B.V.	Mining	20%	\$ 100		
Decarbonisation / Digitisation	Chirundu Border Post (Zim)	Construction	60%	\$ 53		
Decarbonisation	Elecnor	Power	20%	\$ 50		
Decarbonisation / Digitisation	Chirundu Border Post (Zambia)	Construction	60%	\$ 40		
Diversification	Sandock Austral Shipyards	Boat Building	20%	\$ 24	\$ 24	\$ 24
Diversification	International Airport in Ethiopia	Aviation	20%		\$ 500	
Diversification	BGC/MGC	Oil & Gas	40%		\$ 440	
Diversification / Decarbonasation	Hena Concession (Zim Highway)	Infrastructure	20%		\$ 180	
Diversification	Alpha Beta Energy	Oil & Gas	20%		\$ 140	
Decarbonisation	SATAREM CI	Industrials	20%		\$ 90	
Diversification / Decarbonasation	Koira BTP	Infrastructure	20%		\$ 80	
Diversification	Uganda sugar factories (Sarrai)	Agri Processing	20%		\$ 60	
Diversification	Go Congo	Agri Processing	20%		\$ 50	
Decarbonisation / Digitisation	Midroc	Mining	20%		\$ 44	
Diversification / Decarbonasation	DRC - SA Corridor	Infrastructure	20%			\$ 300
Decarbonisation / Digitisation	Kabanga Nickel Mine	Mining	20%			\$ 240
Decarbonisation	Munyati EverGreen Power	Power	10%			\$ 90
Digitisation	eSwatini Cancer Care	Medical	20%			\$ 6
		<b>TOTAL</b>		<b>\$ 1 643</b>	<b>\$ 1 608</b>	<b>\$ 660</b>
		<b>TOTAL (probability)</b>		<b>\$ 528</b>	<b>\$ 410</b>	<b>\$ 123</b>

	US\$' million		
	2027	2028	2029
Agri Processing	\$ -	\$ 110	\$ -
Aviation	\$ -	\$ 500	\$ -
Boat Building	\$ 24	\$ 24	\$ 24
Construction	\$ 93	\$ -	\$ -
Industrials	\$ -	\$ 90	\$ -
Infrastructure	\$ 616	\$ 80	\$ -
Infrastructure	\$ -	\$ 180	\$ 300
Medical	\$ -	\$ -	\$ 6
Mining	\$ 260	\$ 44	\$ 240
Oil & Gas	\$ 600	\$ 580	\$ -
Power	\$ 50	\$ -	\$ 90
	<b>\$ 1 643</b>	<b>\$ 1 608</b>	<b>\$ 660</b>

Historic approvals  
(USD\$' million)



The MLT business is dominated by Oil and Gas projects and ECIC will continuously pursue renewables and climate friendly projects.

# Export growth - STI Approvals



STI pipeline	Value	Year	Sector	Link 3 Ds
• Clicks	\$0,3m	(2026)	Medical	Digitisation
• Absa Facility	\$100m	(2026)	Various	Diversification
• Flowtite	\$5m	(2026)	Industrial	Decarbonisation
• Mechprotech	\$0,3m	(2027)	Industrial	Diversification
• Chester Commodities	\$0,3m	(2027)	Mining	Diversification
• SA Precious Metals	\$15m	(2027)	Mining	Diversification
• Lowveld Nuts	\$0,3m	(2028)	Agi Processing	Diversification
• Armscor	\$72m	(2027-2029 every 6 months)	Aerospace & Defence	Digitisation
• Denel working capital	\$30m	(2027-2029)	Aerospace & Defence	Digitisation
• Nedbank facility	\$100m	(2027)	Various	Diversification
• Standard Bank/Investec facility	\$100m	(2027)	Various	Diversification

**NOTE:** Currently Denel has a pipeline of contracts worth R4.6B which ECIC will be willing to cover and will engage with IDC to provide a working capital facility that will be underwritten by ECIC. Furthermore, ARMSCOR has a pipeline worth USD 1.5B which ECIC is engaging with ARMSCOR. Both Denel and ARMSCOR transactions are with middle eastern countries such as Saudi Arabia. Furthermore, ECIC is engaging with Malaysia EXIMBANK to fund a study to determine the extent of halaal compliant products in SA that can be exported to Malaysia and this will be a big boost for the STI business.

# Export growth - Gross Written Premium



GWP US\$' million	Prob	Full			Probability				
Client/Project Name		2027	2028	2029	2027	2028	2029	2030	2031
Total Moz LNG	60%	R 2 667	R -	R -	R 1 600	R -	R -		
Guma Yellow Equipment	60%	R 347	R -	R -	R 208	R -	R -		
Beitbridge Zimborders (new)	60%	R 21	R -	R -	R 13	R -	R -		
Beitbridge Zimborders (old)	60%	R 18	R -	R -	R 11	R -	R -		
Infralink	60%	R 12	R -	R -	R 7	R -	R -		
Exxon Mobil	40%	R -	R 1 728	R -	R -	R 691	R -		
BHL PPP Toll Road Concession Project	40%	R -	R 432	R -	R -	R 173	R -		
Karo Platinum	10%	R -	R 295	R -	R -	R 30	R -		
Chirundu Border Post (Zim)	60%	R -	R 194	R -	R -	R 117	R -		
Chirundu Border Post (Zambia)	60%	R -	R 147	R -	R -	R 88	R -		
International Airport in Ethiopia	20%	R -	R -	R 990	R -	R -	R 198		
BGC/MGC	40%	R -	R -	R 821	R -	R -	R 328		
Hena Concession (Zim Highway)	20%	R -	R -	R 356	R -	R -	R 71		
Alpha Beta Energy	20%	R -	R -	R 277	R -	R -	R 55		
SATAREM CI	20%	R -	R -	R 178	R -	R -	R 36		
Koira BTP	20%	R -	R -	R 158	R -	R -	R 32		
Uganda sugar factories (Sarrai)	20%	R -	R -	R 119	R -	R -	R 24		
Go Congo	20%	R -	R -	R 99	R -	R -	R 20		
Midroc	20%	R -	R -	R 87	R -	R -	R 17		
Sandock Austral Shipyards	20%	R -	R -	R 48	R -	R -	R 10		
Placeholder							R 573	R 674	
<b>TOTAL</b>		<b>R 3 065</b>	<b>R 2 797</b>	<b>R 3 133</b>	<b>R 1 839</b>	<b>R 1 098</b>	<b>R 791</b>	<b>R 573</b>	<b>R 674</b>

FY2027 GWP R' million	
Low	R 51
Base	R 1 839
Optimistic	R 3 065

## FY2027 GWP

Low scenario:

- Total Moz LNG, Guma Yellow Equipment does not materialise

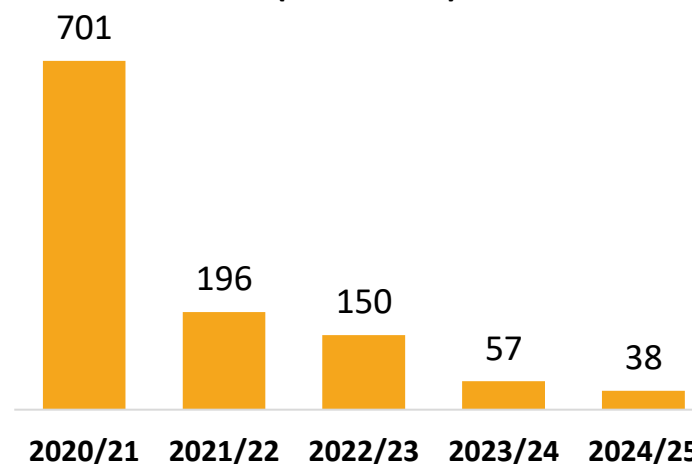
Base scenario:

- 60% probability

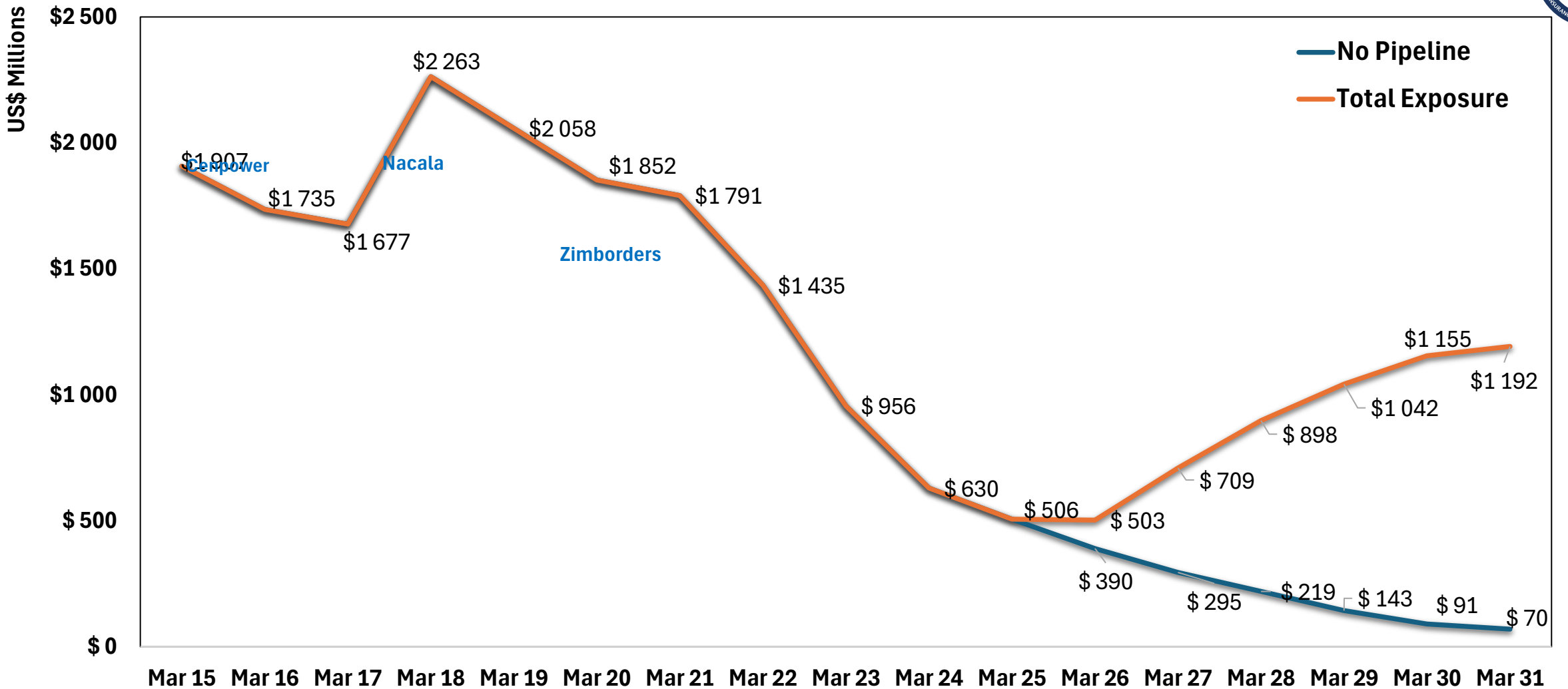
Optimistic scenario:

- 100% probability

## Historical GWP (R' millions)



# Export growth - Forecasted Portfolio



The ECIC Insurance Exposure fluctuates with the loan profile of each transaction. Drawdowns increases the exposure while loan repayments reduces it.

# Export Growth - Strategic Partnerships



Strategic Partner	Initiative	Value
Afreximbank	<p>SATIPP 2.0 Program (South Africa/ Africa Trade and Investment Promotion Program)</p> <p>ECIC will utilize the AFREXIMBANK guarantee program as risk mitigation especially for the high risk countries and high portfolio concentration e.g Saurimo project in Angola and LNG projects in Mozambique( Exxonmobil and Matola Bulk Regasification terminal)</p>	USD 3bn
Commercial Banks	Implementation of the Master Risk Sharing Agreements and facilities with commercial banks.	USD 100m agreement with each bank
IDC	Revive the facility with IDC on trade	R50m
Sinasure	Mainly reinsurance and risk sharing agreements	-
NEXI	Mainly reinsurance and risk sharing agreements	Transactions to the value of USD50m to be executed for the 2027FY

# Strategic Goal 2 - Economic Transformation



KPIs	Baseline	2027FY Target	2028FY Target	2029FY Target	2030FY Target	2031FY Target	Risks to achieving KPIs	Risk Mitigation
Maintain Level 1 B-BBEE Score	Level 1 BBEE Score	Level 1 BBEE Score	Level 1 BBEE Score	Level 1 BBEE Score	Level 1 BBEE Score	Level 1 BBEE Score	<ul style="list-style-type: none"> <li>Inadequate spending on the BBEE elements</li> </ul>	<ul style="list-style-type: none"> <li>Periodic tracking of the cumulative BBEE spending</li> </ul>
Number of SMMEs that participated in transactions underwritten by ECIC	Not Applicable	20	25	30	35	40	<ul style="list-style-type: none"> <li>Reduced procurement from SA</li> <li>Risk of cancellation of contracts due to non-performance</li> </ul>	<ul style="list-style-type: none"> <li>Leverage on the Export Passport Programme (export readiness programme)</li> </ul>
Number of job opportunities facilitated for manufactured exports	Actual: 168	10 000 job opportunities facilitated	20 000 job opportunities facilitated (▲100%)	25 000 job opportunities facilitated (▲25%)	30 000 job opportunities facilitated (▲20%)	30 000 job opportunities facilitated	<ul style="list-style-type: none"> <li>Cancellation of commitments and loss of competitiveness</li> <li>Limited draws</li> </ul>	<ul style="list-style-type: none"> <li>Strengthening the procurement strategy with the buyers of goods and services via the exporters undertaking agreement</li> </ul>

# Economic Transformation - BBEE Score and Number SMMEs participated in transactions



Enterprise & Supplier Development	% Required	% Achieved	Points Available	Points Earned	Points Required/Gaps/Intervention
All Empowering Suppliers	80%	80 %	7.00	7.00	Maintain
All QSE Empowering Suppliers	18 %	17 %	5.00	4.91	Increase spending with all QSE Empowering Suppliers
All EME Empowering Suppliers	12 %	9 %	4.00	3.17	Increase spending all EME Empowering Suppliers
At Least 51% Black Owned Empowering Suppliers	30 %	53 %	9.00	9.00	Maintain
At Least 30% Black Female Owned Empowering Suppliers	10%	22 %	5.00	5.00	Maintain
Bonus Points: At Least 51% Black Owned Designated Groups Suppliers	2 %	5%	2.00	2.00	Maintain
Bonus Points: Spend on Intermediated Black Professional Service Providers who are Empowering Suppliers OR	2 %	0 %	2.00	0.00	Additional spending depending on availability of funds
Bonus Points: Spend on Black Stockbrokers or Black Fund Managers who are Empowering Suppliers	2 %	0%	N/A	0.00	Additional spending depending on availability of funds
Supplier Development Contributions	2 %	44 %	13.00	13.00	Maintain
Enterprise Development Contributions	1 %	19%	7.00	7.00	Maintain
Did any ED Beneficiaries Become Suppliers?	Yes	No	1.00	0.00	Opportunity to earn an additional point
Were There Any Jobs Directly Created as a Result of Your SD/ED Initiatives?	Yes	No	1.00	0.00	Opportunity to earn an additional point
Bonus Points: Enterprise Development Support of Black Stockbrokers, Black Fund Managers or Intermediaries	0.50 %	0 %	2.00	0.00	Additional spending depending on availability of funds
<b>Total</b>			<b>58.00</b>	<b>51.08</b>	

## Points Achieved per Element

Element	Points Available	Points Achieved
Management Control	20.00	16.40
Skills Development	28.00	21.30
Enterprise & Supplier Development	58.00	52.77
Socio-Economic Development	9.00	7.00
<b>Total Points</b>	<b>115.00</b>	<b>97.47</b>

BBBEE Status Level	Level 1
Priority Discounting	0
Y.E.S Enhancement	+0 Level
Adjusted Level	Level 1
B-BBEE Recognition Level	135%

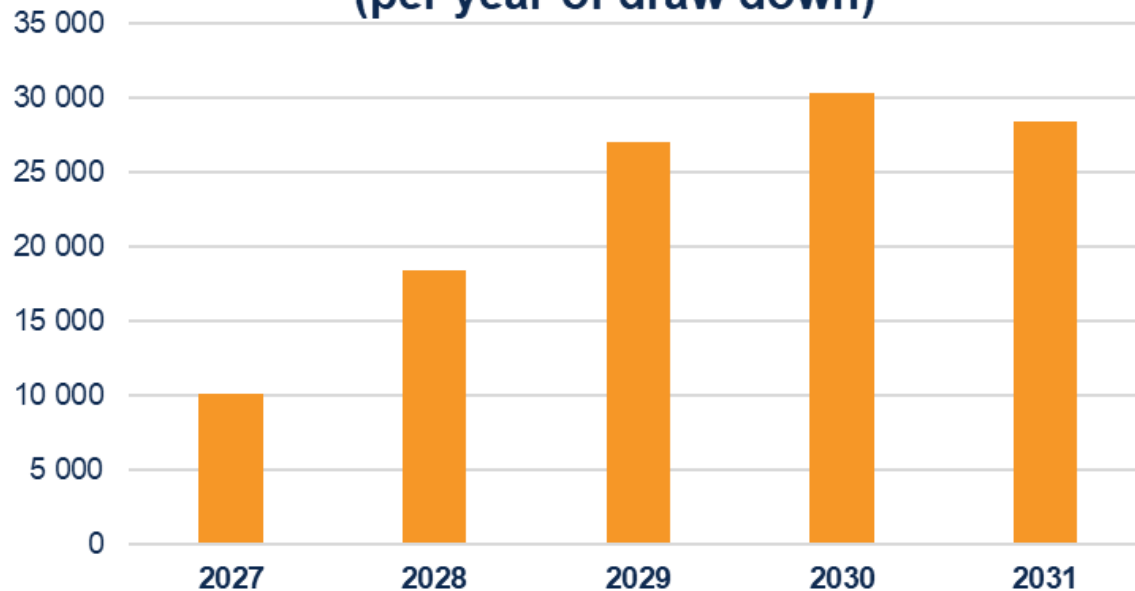
**BBBEE Level highest achievable however ECIC has areas of improvement such as in the Enterprise & Supplier Development**

## Number SMMEs participated in transactions

- Goal is to promote the participation of SMMEs in providing goods and services to projects underwritten by ECIC under the relevant subcontracting arrangements
- We will track the SMMEs participation through SA content declarations and BEE reporting that is required under the exporters undertaking agreement. Reporting could be quarterly and annually.
- To set the target of SMMEs, management considered the SMMEs subcontracting on the MozLNG which were 20.
- **NOTE: SA manufacturing is concentrated in four provinces which is Gauteng, KZN, EC and WC. ECIC will reach out to other provinces.**

Financial Year	Number of Projects	Total Drawdowns (ZAR)	Job Opportunities
1 April 2022 - 31 March 2023	6	1.4 billion	4 487
1 April 2023 - 31 March 2024	3	299.2 million	661
1 April 2024 - 31 March 2025	3	342.1 million	435
1 April 2025 - 31 December 2025	1	109.4 million	128
			<b>5 711</b>

**Number of Job opportunities (per year of draw down)**



## EIA – Economic Impact Assessment Model:

- The Macroeconomic Impact Assessment Model provides economic impacts for South Africa and the host countries of the ECIC’s contribution in facilitating export trade.
- The model makes use of a partial general economic equilibrium model that is based on the Social Accounting Matrix (SAM) for South Africa and SAMs for the various project host countries.
- The economic and socio-economic impacts have been measured in terms of contributions to:
  - Gross Domestic Product (value added to the national economy),
  - Employment creation (creation of new jobs for skilled, semi-skilled and unskilled workers),
  - Capital utilisation (use of machinery, transport equipment, buildings, and other social and economic infrastructure),
  - Income generated in low-income households (incremental income available to low-income households) as a specific measure of poverty alleviation, and
  - Fiscal Impact (Government Revenue)

# Strategic Goal 3 - Operational Efficiency



KPIs	Baseline	2027FY Target	2028FY Target	2029FY Target	2030FY Target	2031FY Target	Risks to achieving KPIs	Risk Mitigation
Implementation of prioritised business process automations to improve turnaround times and operational efficiency	No CRM and insurance systems in place	CRM system implemented to reduce complaint acknowledgement from 5 to 2 days and lead acknowledgement in 2 days.	Automation of Short-term Insurance (STI) processes to shorten 60% of project (transactions) approval decisions from 5 months to 1 month	Automation of STI processes to shorten 80% of project approval decisions to 1 month	Automation of STI processes to shorten 90% of project approval decisions to 3 weeks	Automation of processes to shorten over 90% of project approval decisions to 3 weeks	<ul style="list-style-type: none"> <li>Project management and delivery risks</li> <li>scope and requirements risks</li> <li>change management and adoption</li> </ul>	<ul style="list-style-type: none"> <li>Project teams establishments</li> <li>Formalise business cases, process maps, business rules, and requirements for all business-enablement projects.</li> </ul>
External Audit Outcome	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	Clean Audit	<ul style="list-style-type: none"> <li>Material adjustments made after the 31 May</li> <li>Late submission of statutory reports</li> </ul>	<ul style="list-style-type: none"> <li>Early start of audit</li> <li>Periodic tracking of statutory reports submissions</li> </ul>

## Strategic Goal 4 - Financial Sustainability

KPIs	Baseline	2027FY Target	2028FY Target	2029FY Target	2030FY Target	2031FY Target	Risks to achieving KPIs	Risk Mitigation
Combined ratio	138%	80%	80%	80%	80%	80%	<ul style="list-style-type: none"> <li>High claims</li> <li>Lower revenue</li> <li>Refinancing or partial prepayment</li> <li>Over expenditure</li> </ul>	<ul style="list-style-type: none"> <li>Cost containment(targeting revenue/OPEX of 2 times minimum)</li> </ul>
Gross investment portfolio performance against IPS asset benchmark	Actual: 2,5% Forecast: 2,5%	Outperform benchmark by at least 1%	Outperform benchmark by 1%	Outperform benchmark by 1%	Outperform benchmark by 1%	Outperform benchmark by 1%	<ul style="list-style-type: none"> <li>Market performing under inflation-target</li> <li>Fund manager style misaligned to the benchmark</li> <li>Inefficient cashflow management</li> <li>Overweight poor performing managers</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing assessment of performance/risk taking.</li> <li>Timely manager evaluation to stem poor performance by reassigning assets.</li> </ul>
Economic Capital Requirement (ECR) and regulatory Solvency Capital Requirement (SCR) cover ratios	ECR 344% and SCR 288%	ECR above 125% and SCR above 130%	ECR above 125% and SCR above 130%	ECR above 125% and SCR above 130%	ECR above 125% and SCR above 130%	ECR above 125% and SCR above 130%	<ul style="list-style-type: none"> <li>Large claims incurred with limited salvages</li> </ul>	<ul style="list-style-type: none"> <li>Adhering to underwriting limits</li> <li>Making use of reinsurance</li> </ul>

# Trend Analysis - Combined Ratio



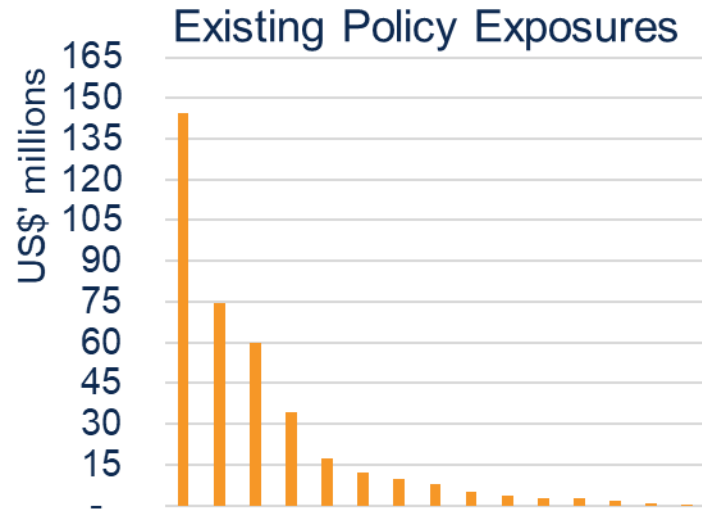
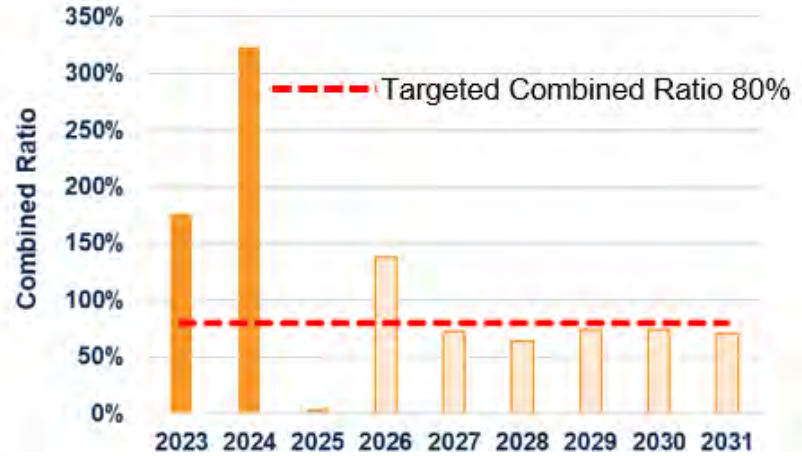
## Combined ratio computation (gross of reinsurance)

Combined Ratio = (Insurance Expenses + OPEX) / Insurance Revenue

- OPEX: excludes investment management costs, SED & ESD costs and bonuses. After acquisition cost capitalisation.
- The forecasted Combined Ratio assumes claims as per the budget.
- It should be noted that the budget does not allow for big claims. For example for FY2027 the budgeted claim amount is US\$ 15m before allowing for salvages. Current ECIC has 5 policies that have an exposure above this value.

## Market comparison

- Africa Re: 86% (2023) 82% (2024)
- Hannover Re: 87% (2023) 94% (2024)
- Swiss Re: 90% (2023) 87% (2024)
- Munich Re: 85% (2023) 82% (2024)
- ECGC (India ECA): negative ratio due to salvages being received on historic claims



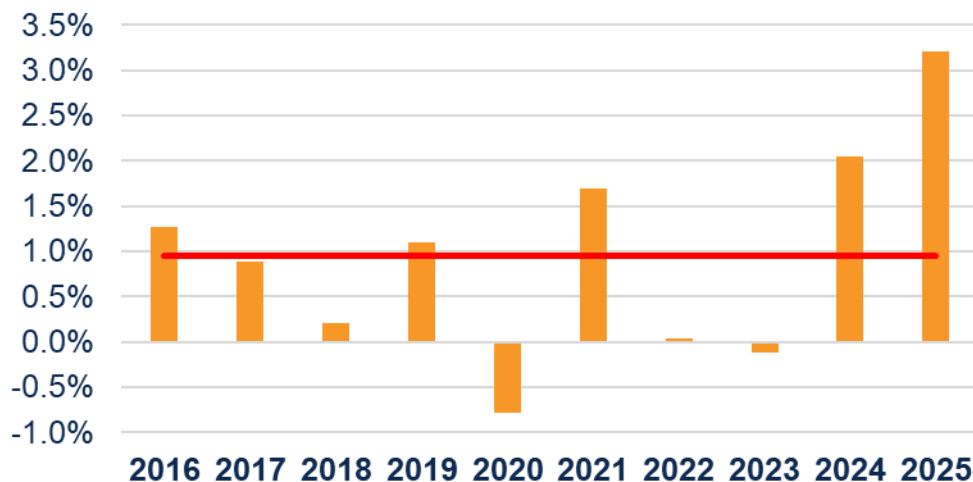
## Elements management needs to deliver to achieve outperformance

- **Manager Selection (high):** finding managers with repeatable alpha-generating capabilities is a primary source of excess return. In a multi-manager context, selecting managers with differentiated styles and edge ensures the aggregate portfolio is not simply paying active fees for passive outcomes.
- **Dynamic Allocation (medium):** moving allocations away from SAA benchmarks in response to valuation signals, macroeconomic conditions, or market dislocations can add meaningful return over time. This is most effective when governed by a disciplined framework rather than discretionary market-timing. This lever is available to us, but is underdeveloped at ECIC.
- **Manager Allocation & Blending (medium):** Weights assigned to each manager materially affect outcomes. Overweighting higher-conviction managers during favourable conditions, and managing exposures across the blend contributes to portfolio efficiency and return. We are currently in the early stages of this. We have implemented it in the recent rebalance by not allocating to Taquanta and Sanlam. It would work better with a large investment program.
- **Rebalancing Discipline (low):** Systematic rebalancing back to SAA targets enforces a buy-low/sell-high discipline that adds return over full market cycles, particularly in volatile markets. The timing and methodology of rebalancing (calendar-based vs. threshold-based) influences the quantum of value added. In our investment program, rebalancing also prevents style drift from distorting the intended risk profile.
- **Cashflow Management (low):** Given that there are regular cash inflows (premiums) and outflows (claims, expenses). Deliberately directing new cash to underweight asset classes or managers reduces the need for costly rebalancing trades and maintains the target allocation more efficiently. The nice thing about this lever is that it is a low-friction source of value that compounds over time.
- **Manager Monitoring & Early Warning – or essentially firing a manager that is not delivering to our expectation (medium):** Ongoing oversight of managers - tracking style consistency, personnel changes, AUM growth, and risk-adjusted return attribution — allows for early intervention before underperformance becomes entrenched. Proactively replacing deteriorating managers before significant alpha destruction occurs is a defensive but meaningful return preservation tool.
- **Liquidity Management (low):** Ensuring the portfolio maintains sufficient liquidity to meet our various obligations without being forced into disadvantaged asset sales adds value by preserving optionality. It also creates the ability to exploit dislocations, a manager or asset class at distressed valuations, that a liquidity-constrained program cannot. These kind of events are very few and far in-between. This is why I have assigned it as a low impact.
- **Benchmark & Mandate Design (medium):** Things like allowing repos and recently derivatives (both bond managers indicated that allowing for derivatives has increased alpha in the portfolio (by around 13bps). Setting clear, appropriate benchmarks and mandate constraints for each underlying manager shapes the investable universe and incentivises the right behaviour. Poorly designed mandates can result in benchmark-hugging, excessive overlap across managers, or misaligned risk-taking.

# Investment Performance



Investment Performance Relative to Benchmark (average over period is 1%)



- The blended alpha budget from manager targets supports approximately 0.3%–0.5% aggregate outperformance (i.e. on a weighted portfolio basis, we expect our managers to outperform by around 0.4%) yet we expect ourselves to outperform by 1%.
- The South African Reserve Bank (SARB) has signalled a revision of its inflation target midpoint. Lower inflation does not necessarily change the real return target embedded in CPI + 4%. However, it reduces the nominal return required to achieve it, from ~8.5% to ~7% per annum. This makes the CPI + 4% target somewhat easier to achieve in nominal terms, which in turn creates room for the corporate scorecard to meaningfully target a 1% outperformance margin above it. A Composite Benchmark + 1% target translates to approximately 8% nominal in a 3% CPI environment.

ZAR Tranches	Asset Benchmark	Performance Target	Horizon
Working Capital	STeFI	Benchmark + 0.5%	1 year
Excess Capital	Combination of 3 excess tranches	CPI + 3%	5 years
• Government	ALBI	Benchmark + 0.75%	3 years
• Flexible Income	90% ALBI + 10% ALPI	Benchmark + 0.75%	3 years
• Multi-Asset (Global Balanced Fund)	50% ALSI, 25% MSCI ACWI, 20% ALBI, 5% STeFI	CPI + 4%	5 years
• Multi-Asset (Global Absolute Return Fund)	CPI+4%	CPI+4%	5 years

USD Tranches	Asset Benchmark	Performance Target	Horizon
Total Reserving	Combination of 3 the working capital and two reserving tranches		
• Working Capital	SOFR	Benchmark +0.1%	1 year
• Capital Requirements	0 – 3 year US Treasuries	Benchmark +0.1%	1 year
• Technical Provisions	3 – 5 year US Treasuries	Benchmark +0.3%	5 years
Excess	5% 0-3 UST, 5% 3-5 UST, 80% MSCI ACWI, 10% SOFR	CPI + 5%	5 years

EUR Tranches	Asset Benchmark	Performance Target	Horizon
Total Reserving	Combination of 3 the working capital and two reserving tranches		
• Working Capital	Euribor	Benchmark +0.1%	1 year

# Strategic Goal 5 - Culture Transformation



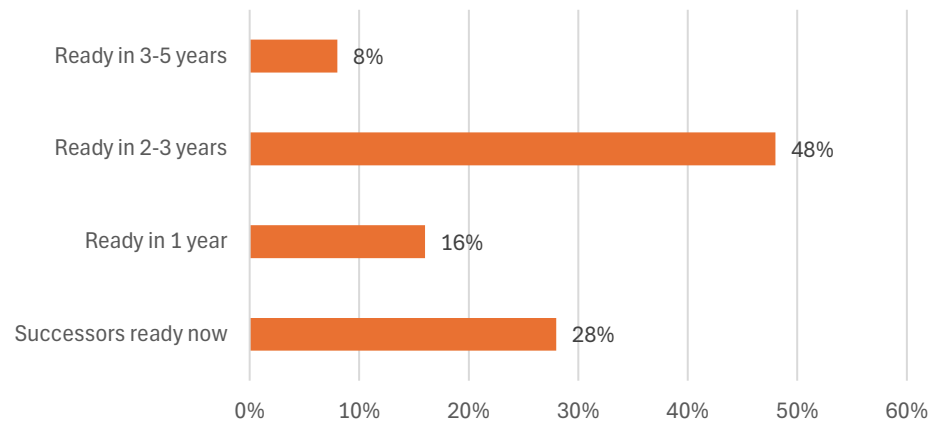
KPIs	Baseline	2027FY Target	2028FY Target	2029FY Target	2030FY Target	2031FY Target	Risks to achieving KPIs	Risk Mitigation
Culture Entropy Score	Culture Entropy Score of 47%	Culture Entropy Score ≤ 30%	Culture Entropy Score ≤ 26%	Culture Entropy Score ≤ 20%	Culture Entropy Score ≤ 15%	Culture Entropy Score ≤ 15%	<ul style="list-style-type: none"> <li>Increased employee dissatisfaction</li> <li>Culture transformation plan not implemented</li> </ul>	<ul style="list-style-type: none"> <li>Ownership of the Culture Transformation Plan through MANCO and EXCO structures</li> </ul>
Succession coverage for key positions(% of key roles with identified successors ready within 1 year)	44% of key positions have identified successors ready within 1 year.	55% cover	65% cover	75%	85%	85%	<ul style="list-style-type: none"> <li>Personal Development Plans(PDPs) for identified successors not updated with succession development areas and PDPs not fully implemented</li> <li>Failure to hire for growth</li> </ul>	<ul style="list-style-type: none"> <li>Succession planning reports provided bi-annually</li> </ul>

## Cultural entropy

represents the degree of dysfunction in a culture

Entropy	Impact
<10%	<b>Prime:</b> Healthy Functioning
11-19%	<b>Minor Issues:</b> Requiring cultural and/or structural adjustment
20-29%	<b>Significant Issues:</b> Requiring cultural and structural transformation, and leadership coaching
30-39%	<b>Serious Issues:</b> Requiring cultural and structural transformation, leadership mentoring/coaching, and leadership development
40-49%	<b>Critical Issues:</b> Requiring cultural and structural transformation, selective changes in leadership, leadership mentoring/coaching and leadership development

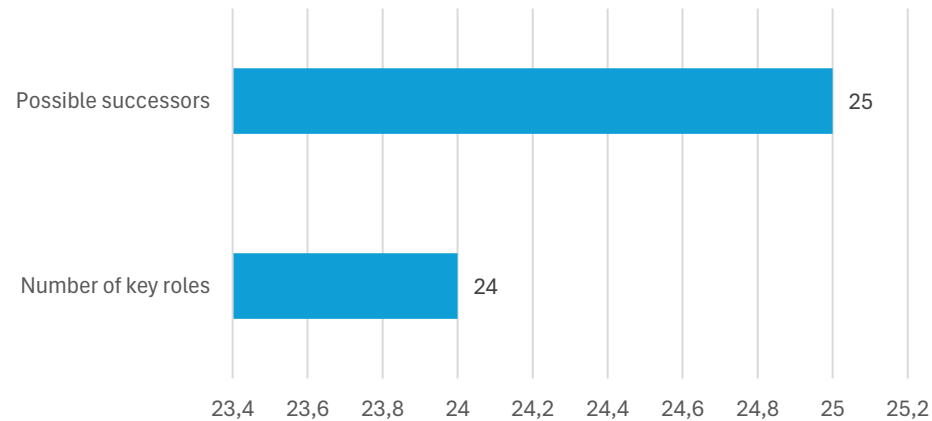
### Successors Readiness Levels



## Culture Entropy

- Culture entropy of 47% achieved in 2024
- It is expected that the implementation of the culture transformation plan will enable the Corporation to improve its culture entropy score from 47% to a range of 30-35%. However, noting that the culture entropy score ranging between 30-35% is not desirable, management is setting a stretch target of achieving a culture entropy score of 30% for the 2027FY.

### Key roles( Executives and Heads of Units) and possible successors





# 2027FY CORPORATE SCORECARD

# 2027FY Corporate Scorecard -Export Growth Perspective



Export Growth											
	Outcomes (What do we ultimately want to achieve with this objective?)	Outputs (what will be produced)	Performance Indicator/Measure	2027 Target	2026			Thresholds		35%	Actual Percentage
					Actual/ Forecast- March 2026	Target				100%	
EG1	Proactively attract business from new and existing customers to facilitate more exports and cross border investments	Facilitation of exports and cross border investments resulting in 10 000 job opportunities created	Value of approved transactions	USD 530m	Actual: USD 207m	USD 580m		1	>20% below target	15%	5,25%
							2	20% below target			
							3	Achieve target of USD 530m			
							4	Exceeded target by up to 20%			
							5	Exceeded target by more than 20%			
EG2	Proactively attract business from new and existing customers to facilitate more exports and cross border investments	Facilitation of exports and cross border investments	Value of approved transactions under Short-term products	USD180m	Actual: USD 113.7m	USD90m		1	>20% below target	15%	5,25%
							2	20% below target			
							3	Achieve target of USD 180 m			
							4	Exceeded target by up to 20%			
							5	Exceeded target by more than 20%			
EG3	Proactively attract business from new and existing customers to facilitate more exports and cross border investments	Sustainable growth through Gross written premium	Gross Written Premium	Gross Written Premium (GWP) of R 1 839m	Actual: R331m	Gross Written Premium (GWP) of R400m		1	>20% below target	20%	7,00%
							2	20% below target			
							3	GWP of R 1 839m			
							4	Exceeded target by up to 20%			
							5	Exceeded target by more than 20%			
EG4	SA Eximbank operational by 2028	SA Eximbank operational	ECIC Legislation and legislation enabling the SA Eximbank approved by Parliament	SA Exim Bank feasibility study approved by the Board and draft legislation for Exim Bank and ECIC submitted to the dtic by March 2027	First draft legislation enabling the SA Eximbank and in ECIC legislation completed and awaiting finalisation of the feasibility study	Draft legislation enabling the SA Eximbank submitted to the dtic/cabinet		1	Failure to conduct the SA Exim Bank feasibility study and drafting the legislation for Exim Bank and ECIC	15%	5,25%
							2	SA Exim Bank feasibility study conducted and draft legislation for Exim Bank and ECIC completed			
							3	SA Exim Bank feasibility study approved by the Board and draft legislation for Exim Bank and ECIC submitted to the dtic by March 2027			
							4	SA Exim Bank feasibility study approved by the Board and draft legislation for Exim Bank and ECIC submitted to the dtic by December 2026			
							5	SA Exim Bank feasibility study approved by the Board and draft legislation for Exim Bank and ECIC submitted to the dtic by September 2026			
EG5	Ensure the business is run on a self-sustaining basis with risks accepted in line with the capital available to absorb any potential losses.	Maintain a diversified project portfolio	Secure syndication or reinsurance or guarantees for identified transactions	Syndication or reinsurance by at least 25%	12% (MozLNG reinsured for USD280m)	N/A		1	Syndication or reinsurance by ≤ 15%	15,0%	5,25%
							2	Syndication or reinsurance < 25%			
							3	Syndication or reinsurance by at least 25%			
							4	Rating of 3 plus one of the transactions approved being outside of Africa			
							5	Rating of 3 plus two of the transactions approved being outside of Africa			
EG6	Proactively attract business from new and existing customers to facilitate more exports and cross border investments	Facilitation of exports and cross border investments resulting in 10 000 job opportunities created	Value of disbursements from the MLT Portfolio	USD 385m	Actual: USD 97m	N/A		1	>20% below target	10,0%	3,50%
							2	20% below target			
							3	Achieve target of USD385m			
							4	Exceeded target by up to 20%			
							5	Exceeded target by more than 20%			
EG7	Proactively attract business from new and existing customers to facilitate more exports and cross border investments	Facilitation of exports and cross border investments resulting in 10 000 job opportunities created	Value of disbursements from the STI Portfolio	USD40m	Actual: USD33,5m	N/A		1	>20% below target	10,0%	3,50%
							2	20% below target			
							3	Achieve target of USD40m			
							4	Exceeded target by up to 20%			
							5	Exceeded target by more than 20%			

# 2027FY Corporate Scorecard-Economic and Culture Transformation Perspective



Economic and Culture Transformation											
	Outcomes (What do we ultimately want to achieve with this objective?)	Outputs (what will be produced)	Performance Indicator/Measure	2027 Target	2026			Thresholds		30%	Actual Percentage
					Actual/ Forecast-March 2026	Target				100%	
C1	Improved organisational culture	Improved organisational culture	Culture Entropy Score	Culture Entropy Score ≤ 30%	N/A. Culture Entropy of 47% achieved in 2025FY.	Not Applicable	1	Culture Entropy Score ≥ 37%	20%	6,00%	
							2	Culture Entropy Score > 30%			
							3	Culture Entropy Score ≤ 30% and up to 25% implementation of the 2027FY Culture Transformation Plan			
							4	Rating of 3 and up to 50% implementation of 2027FY Culture Transformation Plan			
							5	Rating of 3 and > 50% implementation of 2027FY Culture Transformation Plan			
C2	Improved organisational capabilities	Create capabilities to optimise performance	Succession Coverage for Key Positions(% of key roles with identified successors ready within 1 year)	55% cover	44% of key positions have identified successors ready within 1 year.	Not Applicable	1	≤35% of key positions have identified successors ready within 1 year.	20%	6,00%	
							2	≤45% of key positions have identified successors ready within 1 year.			
							3	55% of key positions have identified successors ready within 1 year.			
							4	>65% of key positions have identified successors ready within 1 year.			
							5	≥75% of key positions have identified successors ready within 1 year.			
C3	Export development/ Empowerment support	Economic transformation of SMEs	Number of SMMEs that participated in transactions underwritten by ECIC	20 SMMEs	Not Applicable	Not Applicable	1	≤10 SMMEs	20%	6,00%	
							2	<20 SMMEs			
							3	20 SMMEs			
							4	>20 SMMEs			
							5	≥25 SMMEs			
C4	Export development/ Empowerment support	Economic transformation of SMEs	BBBEE Score	Level 1 BBBEE Score	Level 1 BBBEE Score	Level 1 BBBEE Score	1	Level 3 or higher B-BBEE Score	20%	6,00%	
							2	Level 2 BBBEE Score			
							3	Level 1 BBBEE Score			
							4	Level 1 B-BBEE Score and 9 exporters supported as part of the Enterprise Development programme			
							5	Level 1 B-BBEE Score and > 9 exporters supported as part of the Enterprise Development programme			
C5	Reduced unemployment	Sustainable job creation	Job opportunities facilitated	10 000 job opportunities facilitated	Actual: 128	N/A	1	≤5 000	20%	6,00%	
							2	<10 000			
							3	10000			
							4	>10 000			
							5	≥15 000			

# 2027FY Corporate Scorecard-Operational Efficiency Perspective



	Operational Efficiency									
	Outcomes (What do we ultimately want to achieve with this objective?)	Outputs (what will be produced)	Performance Indicator/Measure	2027 Target	2026			Thresholds	20%	Actual Percentage
					Actual/ Forecast- March 2026	Target			100%	
OP1	Effective governance and internal controls	External audit outcomes	External audit outcomes	Clean audit FY2026	Clean Audit expected	Clean audit with no repeat findings and no more than 3 new findings on the BAC report (judgemental differences not taken into account)	1	Non-qualified audit outcomes	50%	10,00%
							2	Unqualified audit		
							3	Clean audit achieved for FY2026 by 31 July 2026		
							4	Rating of 3 with no repeat findings (judgemental differences and low rated findings are not taken into account)		
							5	Rating of 3 with zero findings (judgemental differences and low rated findings are not taken into account).		
OP2	Improved operational efficiency	Implementation of prioritised business process automations to improve turnaround times and operational efficiency	Implementation of prioritised business process automations to improve turnaround times and operational efficiency	CRM system implemented to reduce complaint acknowledgement from 5 to 2 days and lead acknowledgement in 2 days.	Not Applicable	Not Applicable	1	CRM system implementation not commenced	50%	10,00%
							2	CRM system development completed but not live		
							3	CRM system implemented to reduce complaint acknowledgement from 5 to 2 days and lead acknowledgement in 2 days.		
							4	Score of 3 and CRM implemented by January 2027.		
							5	Score of 3 and CRM implemented by November 2026		

# 2027FY Corporate Scorecard-Financial Sustainability Perspective



Financial Sustainability											
	Outcomes (What do we ultimately want to achieve with this objective?)	Outputs (what will be produced)	Performance Indicator/Measure	2027 Target	2026			Thresholds		15%	Actual Percentage
					Actual/ Forecast March 2026	Target			100%		
FS1	Support the growth and sustainability of the Corporation	Track combined ratio	Combined ratio	80%	138%	Not Applicable	1	≥90%	33,3%	5,00%	
							2	>80%			
							3	80%			
							4	<80%			
							5	<70%			
FS2	Support the growth and sustainability of the Corporation	Track investment performance	Gross investment portfolio performance against IPS asset benchmark using a 3-year average	Outperform benchmark by at least 1%	Actual: 2,5%	Not Applicable	1	Underperform benchmark > 2%	33,3%	5,00%	
							2	Outperformance benchmark by < 1%			
							3	Outperform benchmark by at least 1%			
							4	Outperform benchmark by > 1%			
							5	Outperform benchmark > 2%			
FS3	Ensure the business is run on a self-sustaining basis with risks accepted in line with the capital available to absorb any potential losses.	Maintain a healthy solvency position	Economic Capital (ECR) and regulatory Solvency Capital Requirement (SCR) cover ratios	ECR above 125% and SCR above 130%	ECR 344% and SCR 288%	Not Applicable	1	Either SCR or ECR below 100%	33,3%	5,00%	
							2	Either SCR 130% or ECR below 125%			
							3	SCR above 130% and ECR above 125%			
							4	Rating 3 achieved and no risk appetite limits in amber			
							5	Rating 3 achieved and no breaches on the risk appetite and no risk appetite limits in amber			