



4. Organisational Overview

4.1. About Arise

Who we are

Arise is a leading African boutique investment company backed by reputable cornerstone investors, namely Norfund, NorFinance, FMO and Rabo Partnerships. We partner with sustainable locally owned financial services providers, fintech and non-bank financial institutions in Sub-Saharan Africa (SSA) to help them become industry leaders in their respective markets. Our in-depth local knowledge, minority shareholding and hands-on approach provides them with the support they need to become financially sustainable and a strong contributor to the local economy in terms of stimulating economic growth and job creation.

We aim to contribute to the economic growth potential of Africa through our business and investment philosophy, which is premised on the following four key pillars:

- **Investment**
- **Governance**
- **Value Creation**
- **Collaboration**



Our Vision

To contribute to economic growth in SSA and the prosperity of its people, by increasing financial inclusion and employment, strengthening rural development and alleviating poverty.



Our Mission

- We will continue to build strong, operationally sustainable financial service providers that have a positive impact in Africa and achieve long-term market returns that go beyond stakeholder expectations.
- We will continue to strive to become the leading and most trusted local investment and development partner for independent financial service providers in SSA and will achieve this through maintaining a long-term view that appeals to a broader investor base.



Our Values

Our values are at the heart of our business and inform our mission and vision. Every decision we make and action we take is aligned to these core philosophies. It is what makes us unique and capable of achieving great things.

We are considerate — Africa is a business landscape founded on relationships and connections. This means getting to know our partners and finding out how we can work together to achieve our mutual goals. We care about others and the impact our actions have on our stakeholders. It is not just about what we do, it is the spirit in which we do it.

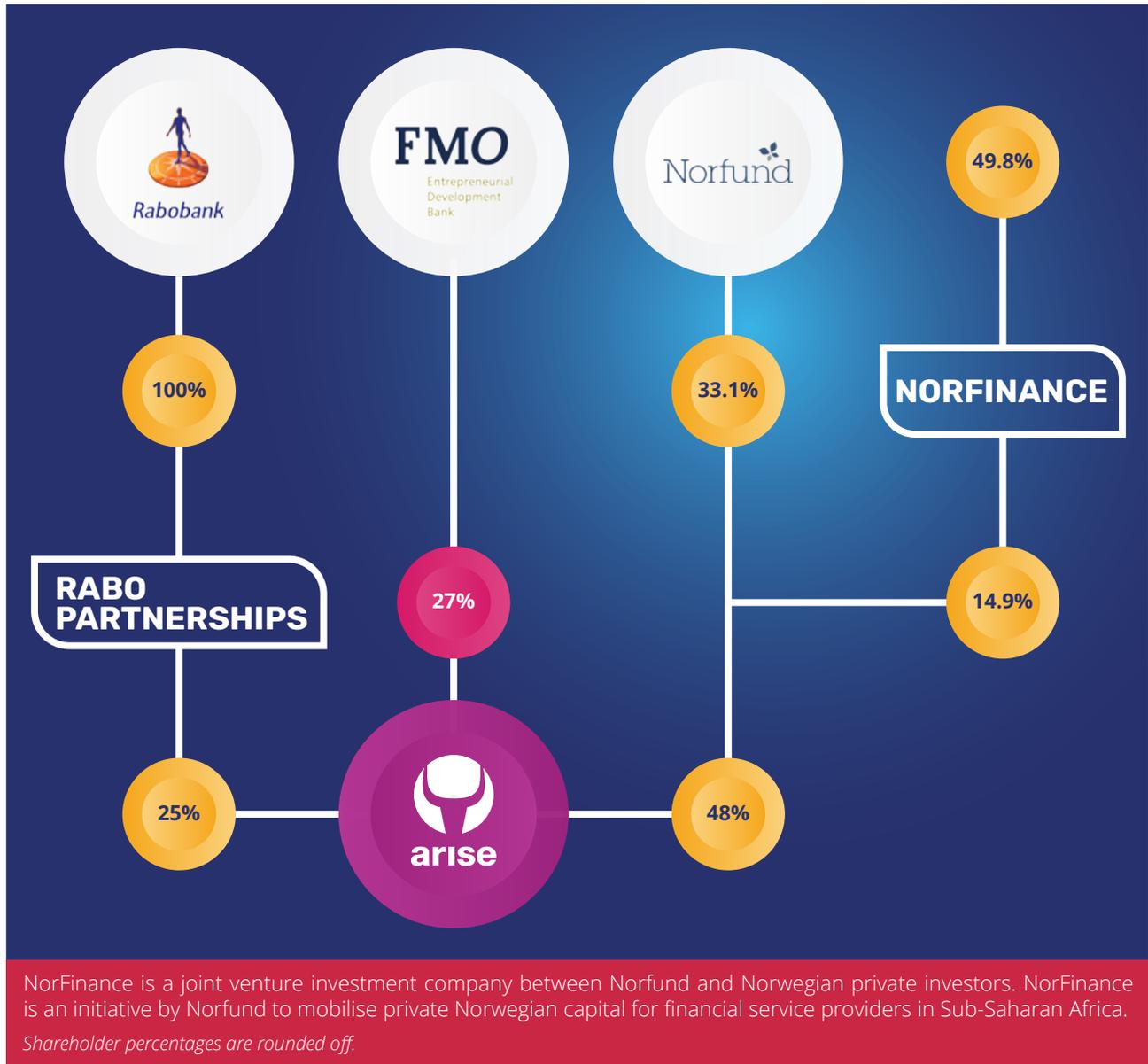
We are dynamic — We do not just dream, we do. We roll up our sleeves and get involved. We know the only way to make a real difference is to act. We strive to be solutions-orientated and not bureaucratic. Decisive, agile, and energetic, we are committed to growing local prosperity and building a legacy.

We are optimistic — The opposite of short term is not long term. It is being optimistic. We see possibilities everywhere. It is in the people we partner with, the businesses we support and the communities we work in. We are excited about the future of Africa and the success that lies ahead.

We are ethical — We engage in ethical, responsible financial practices. This means being diligent, thoughtful and informed. We hold people's futures in our hands, and we act in a way that respects this. We care about a world wherein the environment, the rights of people and good governance are respected.

4.2. Shareholder Structure and Governance

ARISE B.V. is supported by strong and established shareholders: Norfund, NorFinance, FMO and Rabo Partnerships.



4.3. Investment Portfolio in Africa

Arise currently has minority stakes in nine financial institutions based in eight countries. These range across the continent of Africa from East to West. Through Arise’s investments in Ecobank and Equity Bank, we have an additional presence in over 33 countries, by virtue of these banks’ subsidiaries across the continent.

Each of our partner banks benefits extensively from the comprehensive range of banking development services Arise offers. These services include best practice guidance on environmental, social and governance (ESG) matters, as well as support regarding regulatory guidelines, risk management and technology. In addition, each of our partner banks can tap into the expertise and resources of both our shareholder and other partner networks, both of whom have a wealth of experience to share in terms of global financial services practice specific to the continent of Africa.

Arise is also committed to broadening its investment horizon to include fintech, RegTech (regulatory technology) and AgTech (agricultural technology), covering the complete value chain to enhance the performance of our partner banks and creating independent new financing platforms to increase access to finance.

A snapshot of our investment portfolio in Africa, together with a list of our partner banks



Direct Investments



CalBank, Ghana



dfcu Bank, Uganda



Ecobank Transnational Inc (ETI), Togo



Equity Group Holdings (EGH), Kenya



Moza Banco, Mozambique



NMB Bank, Tanzania



NMBZ, Zimbabwe



Socrema, Mozambique



Zanaco, Zambia



Indirect Investments



Ecobank Transnational Inc (ETI),

Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Congo (Brazzaville), Congo (Democratic Republic), Côte d'Ivoire, Equatorial Guinea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Malawi, Mali, Mozambique, Niger, Nigeria, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, South Africa, South Sudan, Tanzania, Uganda, Zambia and Zimbabwe.



Equity Group Holdings (EGH)

Congo (Democratic Republic), Rwanda, South Sudan, Tanzania and Uganda.



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