


Gapi - Sociedade de Investimentos

# PERFIL INSTITUCIONAL

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## INSTITUTIONAL PROFILE

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 [www.gapi.co.mz](http://www.gapi.co.mz) - @gapi.si

## WHO WE ARE?

We are Gapi – a Mozambican institution that believes in the power of entrepreneurship to transform lives. Since 1990, we have been connecting ideas, communities and resources to drive inclusive and sustainable development.

Gapi is a Mozambican investment company with a plural participation model that reflects its inclusive mission. As of 30 June 2025, its share capital is held by public entities, private organisations and civil society committed to the sustainable development of the country:

- State (IGEPE) – (8.9%)
- Civil Society (FDC and CVM) – (16.9%)
- CTA – Confederation of Economic Associations – (16.4%)
- GAPIGEST, SA – (29.0%)
- Managers, Technicians and Employees (GTTs) – (28.8%)
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This shareholder structure gives Gapi a unique identity, combining public vision, business dynamism and civil society engagement.



## MISSION

“To contribute to economic, social and financial inclusion in Mozambique, by promoting innovation, entrepreneurship and investments that generate employment.”

As active members of the African Association of Development Finance Institutions (AADFI), we are regularly assessed regarding the degree of fulfilment of this mission. The most recent evaluation attributed us a compliance level of 92%.

## OUR VALUES

*Ethics in every decision.*

*Professionalism with soul.*

*A team that collaborates and innovates.*

*Excellence that transforms.*

*Transparency that earns and builds trust.*

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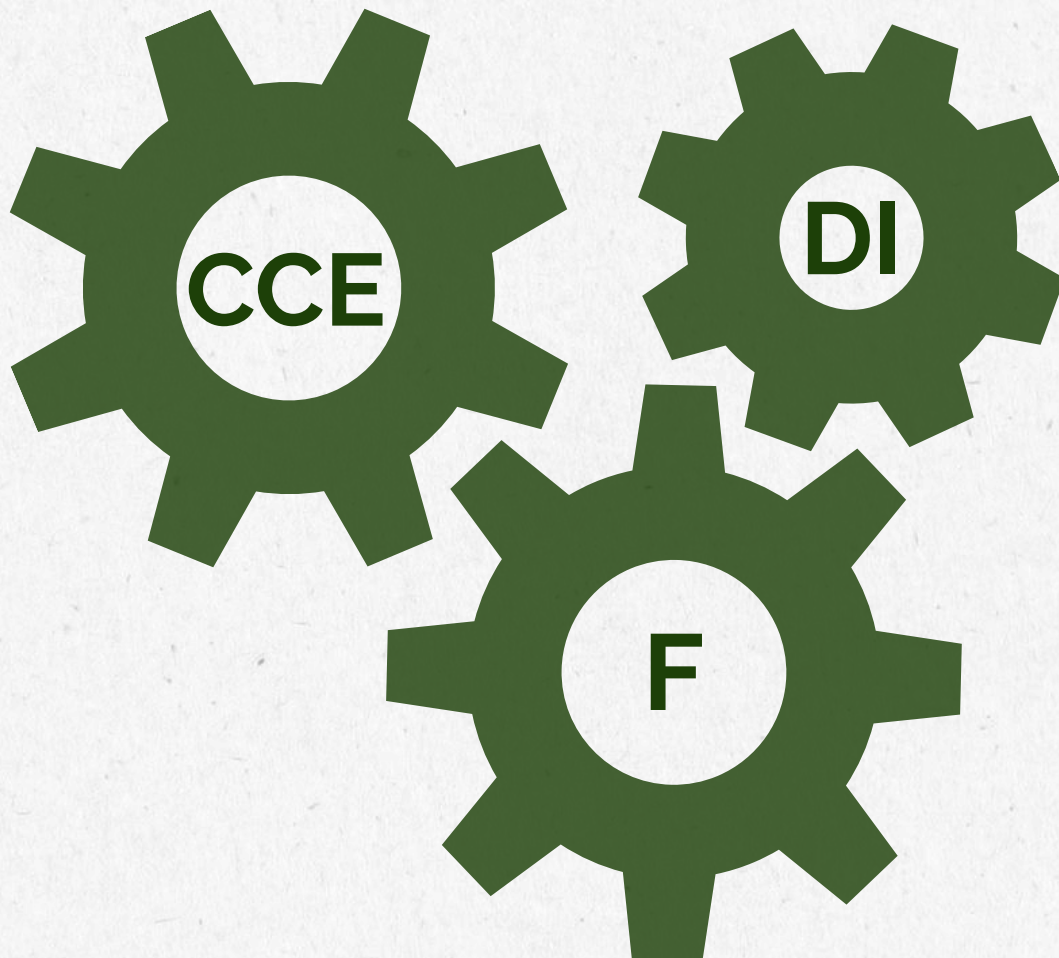


## WHAT WE DO

We support those willing to make things happen by creating and consolidating businesses that generate value and improve the living conditions of their entrepreneurs and the communities they serve.

We combine **financing (F)** with **practical training and consultancy (CCE)** to economically empower small and medium-sized businesses, transforming them into drivers of local development.

We stimulate the emergence and development of **local financial institutions (DI)** that contribute to greater financial inclusion.



# WE ARE ORGANIZED TO ENSURE TRUST AND RIGOR

Managing entrusted resources responsibly requires more than good intentions — it requires a solid, ethical and transparent structure.

Gapi adopts international best practices in:

- Corporate governance
- Prudential risk management
- Transparency and accountability

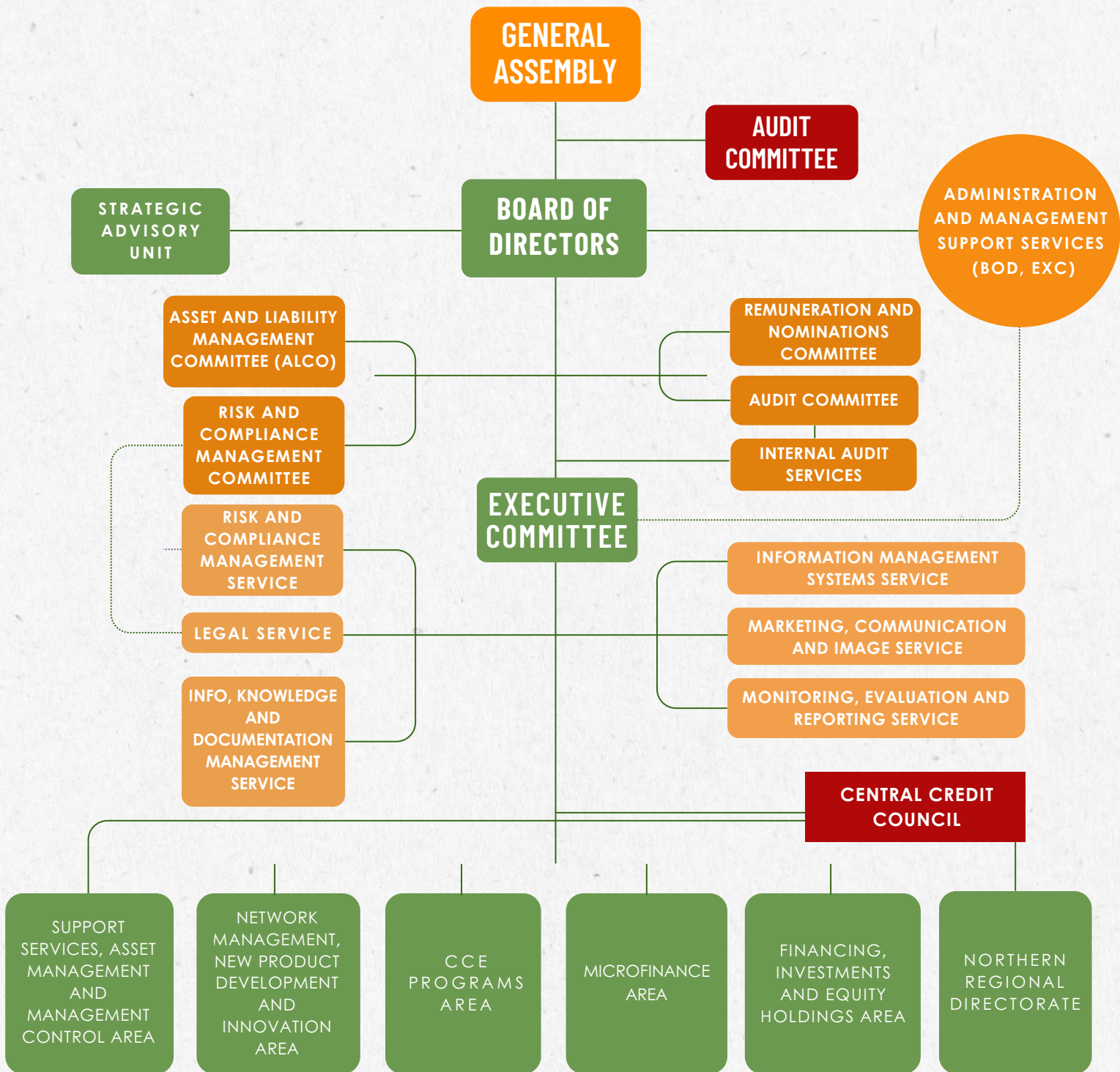
## *The structure includes:*

- Deliberative and Executive Bodies
- Independent supervisory bodies
- Specialized Committees, such as ALCO (Asset and Liability Management Committee), CAU (Audit Committee), CGRC (Risk and Compliance Management Committee)
- Support Services for Management, Innovation and Compliance

Prudential supervision is ensured by the **Bank of Mozambique**, guaranteeing that our processes follow strict standards of integrity and risk management.

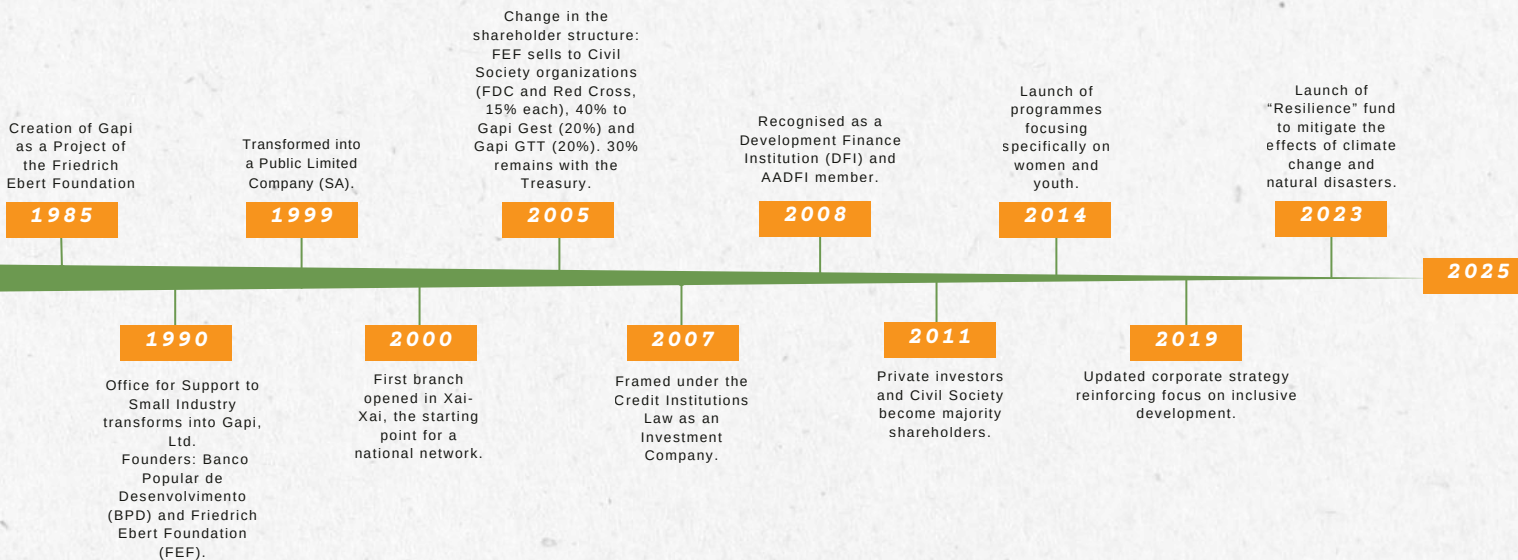


# ORGANIZATIONAL CHART



# HISTORY, TRAJECTORY AND STRATEGIC PRIORITIES

We started as a visionary project in the 1980s. In three decades, we grew from the garage of the Friedrich Ebert Foundation, with only USD 70,000, to the present day with 25 physical units across the country and Own Funds of around USD 10 million. We have become a national reference, empowering young people, women, and communities to reinvent their future.



*We have a trajectory and a history built with reflection, strategic vision, and soul in Mozambique. For this reason, we are a transformative force with a strong national presence, increasingly recognized both within and beyond Mozambique's borders.*

## **Mission, history and trajectory shape strategic priorities aligned with the SDGs:**

- Drive initiatives that create decent and sustainable jobs with socially and economically impactful investments.
- Promote rural development, structure value chains and boost agribusiness.
- Promote food security and access to renewable energy, through inclusive and sustainable solutions.
- Empower youth and women, placing them at the centre of economic transformation.
- Expand financial and digital inclusion as the basis for active economic citizenship.





## STRATEGIC PARTNERSHIPS

**Gapi acts as a bridge between financiers (national and multilateral) and local entrepreneurs.**

- A plural and patient shareholder capital, composed of public entities, civil society organizations, and representatives of the business sector;
- A solid national presence, with the ability to reach remote areas with financial and non-financial solutions;
- The capacity to coordinate between funders — national and multilateral — and local entrepreneurs with growth potential.

**This model allows Gapi to act as an effective bridge between those who provide financing and those who need access:**

- Helping institutional investors fulfill their mandates for inclusion and development; and
- Supporting entrepreneurs, cooperatives, and small businesses to access services that actively integrate them into a more just, innovative, and sustainable economic system.

With Gapi, partnerships are more than collaboration — they are levers for shared transformation.



# PROGRAMMES AND AREAS OF ACTIVITY

**With more than three decades of managing development funds and projects, Gapi has consistently undertaken what commercial banks and other institutions cannot.**

- We have built a robust and multidimensional portfolio that combines financial services and technical assistance, addressing structural challenges of inclusive development in Mozambique.
- We distinguish ourselves through the design and implementation of integrated programs that promote business strengthening, income generation, and the creation of sustainable jobs, especially in rural and peri-urban contexts.
- We structure and implement credit lines and guarantee funds focused on boosting productive value chains, as well as developing innovative financial solutions that expand access to financing and encourage the formalization and growth of micro, small, and medium-sized enterprises.
- In response to new and diverse challenges, we have increased interventions in emerging and strategic areas such as financial and digital inclusion, promotion of renewable energies and sustainable housing models, youth and women entrepreneurship, and strengthening local economies with a focus on innovation, startup incubation, and environmental sustainability.

# INTEGRATED PRODUCTS AND SERVICES



Programs are products that integrate CCE, DI, and Financing, with Gapi playing a proactive role in their implementation.



## Integration of Services

### CCE and DI Components

- Beneficiaries who apply to a Gapi program can access consulting and training services;
- Standard programs tailored to the main needs of the national business community.

### Financing Component

Once training is ensured, beneficiaries improve their chances of accessing Gapi's financing products:

- Investment credit;
- Working capital credit;
- Guarantees,

**provided they meet the reference requirements.**

Ensuring follow-up after training activities by the delegations, in order to guarantee the effective use of financing products.

Promoting participation in training activities for entrepreneurs seeking financing solutions.

*The programs or projects implemented by Gapi have been designed either by Gapi itself or by the entities that contract its services.*

# RESILIENT PERFORMANCE AND STRICT COMPLIANCE

In a context of economic, political, and social challenges experienced in Mozambique in recent years, the audited information as of 12/31/2024 demonstrates Gapi-SI's ability to remain solid, prudent, and aligned with the highest national and African standards.



## Capital and Strength

Solvency Ratio: 44.85%

- Well above the legal minimum (8%)
- Own Funds: 520 million Mts (≈ USD 8M)
- Share Capital: 200 million Mts (≈ USD 3M)



## Portfolio Quality and Management

Non-Performing Loans (NPL): 5.34%

- Integrated microcredit portfolios
- Training and monitoring increase operational costs
- Structural cost: 97.33% (<100% acceptable)



## Liquidity

Short-Term Liquidity Coverage Ratio: 21.40%

- Ensures operational response even in challenging contexts. Efforts are underway to strengthen this ratio with a view to better long-term investment intervention.



## Compliance and Governance

AADFI Compliance – 2024: 93%

- Governance: 78/78
- Financial Indicators: 48/60
- Operations: 62/62
- Exemplary compliance with African standards
- Adherence to national regulations and regulatory requirements
- Strengthening Own Funds to increase national impact

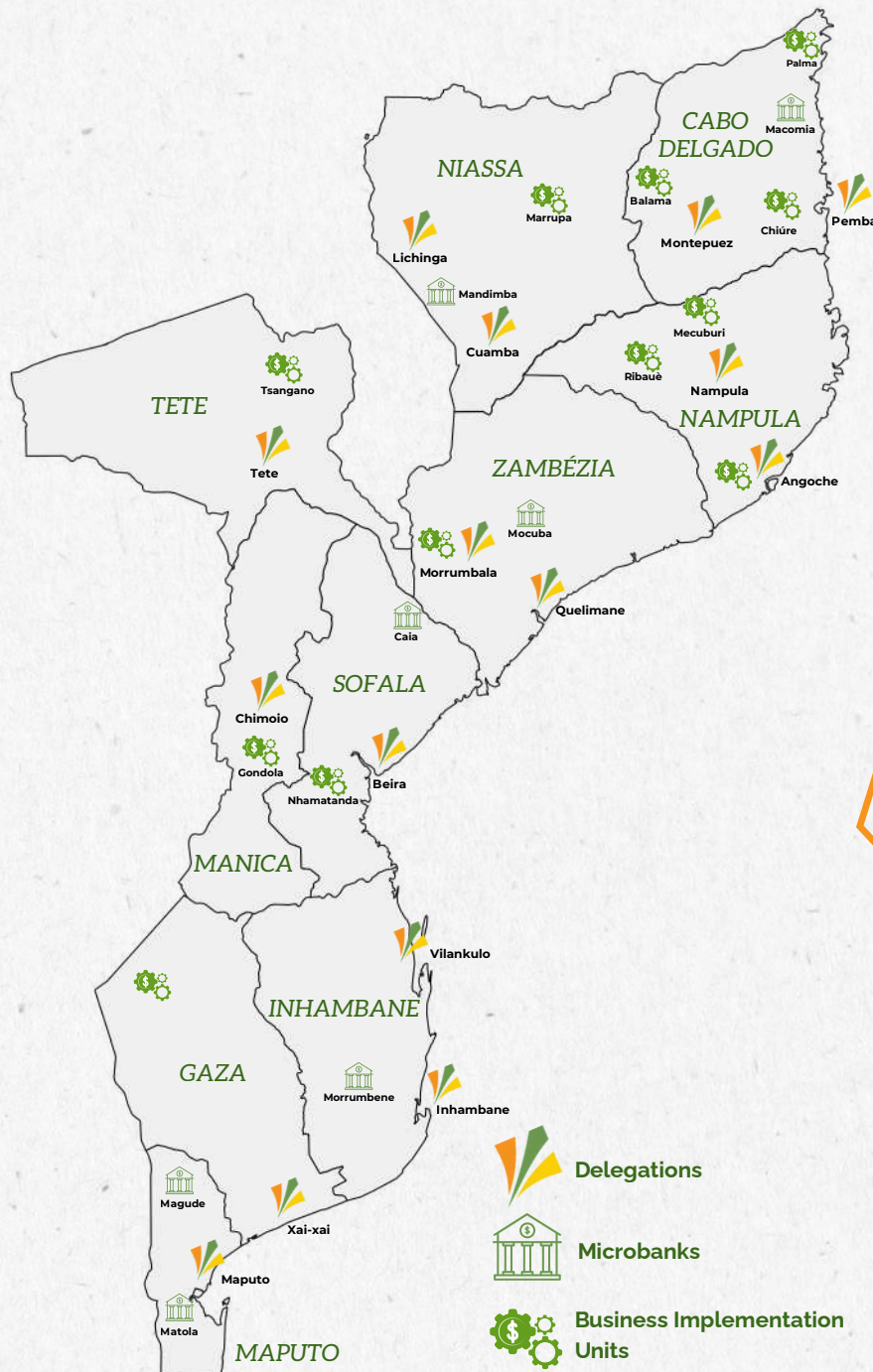
## Strategic Vision 2025-2029

- **Update of the Strategic Plan:** adaptation to the new economic context;
- **Shareholder restructuring:** opening to new public and private investors;
- **Strengthening share capital:** expanding impact and sustainability;
- **Institutional strengthening:** greater regulatory compliance and internal control;
- **Digitalization:** modernize systems and increase technological efficiency.

Over more than three decades, Gapi-SI has reaffirmed year after year as a solid, prudent institution committed to economic inclusion and sustainable business development.

# NATIONAL FOOTPRINT

Gapi demonstrates capacity to design and implement high-impact interventions, combining technical knowledge, territorial networks and alliances with public, private and civil society institutions.



With an extensive national presence, we promote development based on geographic and cultural proximity.




# 35 Anos INVESTINDO NO DESENVOLVIMENTO INCLUSIVO

## 35 YEARS INVESTING IN INCLUSIVE DEVELOPMENT

**Contacte-nos para nos conhecer melhor**

**Contact us to learn more about us**

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Nas nossas páginas digitais apresentamos diariamente exemplos vivos do contributo que prestamos no cumprimento da nossa missão.

On our digital pages, we present daily living examples of the contribution we make in fulfilling our mission.