

FOUNSMALLDATION

SMALL FOUNDATION
Annual Report
2024

2024

SMALL FOUNDATION
(A Company Limited by Guarantee)

DIRECTORS' REPORT AND AUDITED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

SMALL FOUNDATION

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SMALL FOUNDATION

REFERENCE AND ADMINISTRATIVE DETAILS OF THE COMPANY, ITS DIRECTORS AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2024

Directors Michael Swift, Non-executive director
Tony Gannon, Non-executive director
Anna Brosnan, Non-executive director
Conor Brosnan, Chairperson & executive director

Company registered number 447577

Charity registered number CHY17841 & 20067151

Registered office 30 Merrion Square North
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Company secretary Imelda Casey

Chief executive officer Conor Brosnan

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SMALL FOUNDATION

DIRECTORS' REPORT FOR THE YEAR ENDED 31 DECEMBER 2024

The Directors (who are also directors of the Company for the purposes of the Companies Act) present their annual report together with the audited financial statements of Small Foundation (the "Company") for the year ended 31 December 2024. The Directors confirm that the directors' report and financial statements of the Company comply with the current statutory requirements, the requirements of the company's governing document and the provisions of the Statement of Recommended Practice ("SORP") "Accounting and Reporting by Charities" applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard 102 ("FRS102").

Objectives and activities

a. Policies and objectives

The Company's main objects are the relief of poverty, suffering and distress. To achieve these objects the Company is primarily focused on eliminating extreme poverty and hunger from sub-Saharan Africa (SSA).

Small Foundation has chosen to focus on SSA, and, in particular, rural areas, as hundreds of millions of people in these areas live their lives in extreme poverty, and this need not be the case. Small Foundation aims to maximise its contribution to the elimination of extreme poverty by focusing its activities here and seeking to help catalyse the proliferation of sustainable income generating opportunities for extremely poor people in rural areas. It seeks to do this by identifying and supporting highly leveraged interventions that improve the business ecosystem for on farm and off farm micro, small and medium enterprises (MSMEs) by expanding access to finance, social and human capital, knowledge, technology and markets. It aims to support initiatives that have systems change potential.

b. Strategies for achieving objectives

Small Foundation undertook an extensive strategy refresh process in 2021. The main outcome of which was to make explicit Small Foundation's systems change ambition and to start to view the work and investments of the Company in this light. The Company currently has the following Vision, Mission and Goal:

Vision: A thriving Africa free from extreme poverty.

Mission: Act with urgency and ambition to catalyse and scale income-generating opportunities for the extremely poor in rural SSA.

Goal: Collaborate with those creating the environment for micro, small and medium enterprises (MSMEs) to thrive and deliver opportunity at scale. In particular, work with intermediaries that increase the availability of finance, social and human capital, knowledge, technology and markets required by a thriving, commercially viable MSME ecosystem.

Furthermore, Small Foundation reaffirmed seven 'guiding stars' to focus its work

1. Focus on SSA
2. Focus on extreme poverty
3. Focus on rural populations
4. Focus on the scale to meet the enormity of the challenge
5. Focus on MSMEs as the engine for development
6. Focus on the intermediaries providing services to MSMEs for support
7. Commit to acting with urgency in our work

Despite the clarity and focus of the vision, mission and goal, eradicating extreme poverty is a complex challenge. It is a challenge that is hard to fully understand and that thwarts linear outcomes. Small Foundation supports experiments to better understand both the problems and solutions. Unfortunately, there is no option to invest in X to eradicate extreme poverty, there are often no simple 'right' or 'wrong' answers, but multiple hypotheses and a variety of possible outcomes. We acknowledge the reality that we are conducting experiments in systems change.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Objectives and activities (continued)

Public and private charitable and philanthropic funding is insufficient to eradicate extreme poverty. Therefore, a key component of the strategy remains identifying, catalysing and supporting commercially viable models that have the potential to be effective at eradicating poverty while also being sustainable for the duration, and scalable to the size, required. Considering the overall system in which extreme poverty exists and persists, Small Foundation has identified three 'system 'entry points':

1. Sustainable models serving rural MSMEs: MSMEs serving the rural poor operate within and are served by a commercially viable ecosystem of intermediaries
2. Connected, transparent and learning ecosystems: The MSME ecosystem is characterised by trust and the availability of local skills, tools and services.
3. Shifting African power paradigms: African expertise and capital is leveraged and the needs and potential of local MSMEs acknowledged and prioritised.

In order to achieve change in a vast, complex system Small Foundation believes it must continue to operate in a flexible, innovative and risk seeking way, potentially filling critical ecosystem gaps left by governments, donors and investors.

Although Small Foundation believes its approach will maximise its impact on eradicating poverty in the long term, it accepts that there are risks and downsides to this approach, including risk of failure, evidence risk, increased costs and reputational risk (see 'Principal risks and uncertainties' section below).

While the Company's focus in 2025 will be on the implementation of its strategy, it will continue to assess the strategy and will remain responsive to new opportunities for impact.

c. Activities for achieving objectives

As laid out in the 2016 Constitution, to fulfil its vision, the Company's activities will primarily centre on the following:

1. Researching effective, sustainable and scalable development programmes, social and for-profit business models that provide livelihood enhancing products, services, employment and market opportunities to the extremely poor.
2. Collaborating with others to develop, plan and implement effective, sustainable and scalable development programmes and business models with the potential to eradicate poverty.
3. Disseminating information, knowledge and expertise on effective, sustainable and scalable development programmes and business models to a wide variety of stakeholders who have the potential to use this information to eradicate poverty.

As well as building its own human resource capacity to research and disseminate effective models and to collaborate with others, the Company also provides the following support to other organisations:

1. Financial support: This is the support most associated with foundations. Small Foundation uses both grants and social investments to achieve its impact objectives. Grants are most often advanced under multi year strategic collaboration agreements aimed at funding the core costs of either the general operations of the organisation or its specific initiatives in SSA. A social investment, including debt and equity, is used when entities have revenue generating models as an intrinsic part of their activities in pursuit of scalable poverty eradication through financial sustainability. Whether grant or social investments, Small Foundation's motivation is to align capital appropriately with the specific needs of the organisation and minimise market distortion. Small Foundation plans to continue to make donations and social investments, collectively referred to as 'investments'.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Objectives and activities (continued)

2. Nonfinancial support: This support can be provided pre or post investment and includes working with investees to research, improve, refine and disseminate development and business models, taking formal or informal advisory roles, and facilitating connections between people, organisations and ideas in the development of business ecosystems in which the Company operates. This activity is undertaken directly by Small Foundation team members, or via the engagement of third parties to provide additional expertise as appropriate.

3. Collaboration in aligned networks: This activity relates most directly to building connected, transparent and learning ecosystems to allow the dissemination of information, knowledge and expertise. Experience has shown that active engagement in aligned networks, formal and informal, can increase the Company's ability to influence the sector. Furthermore, deep engagement in these networks is important for sourcing partners. The Company supports such aligned networks through direct funding and through the participation and engagement of its team and third-party experts.

Achievements and performance

a. Key performance indicators

Income from unrestricted funds was €10,047,322 (2023: €7,510,700) with resources expended for the year of €5,776,209 (2023: €6,817,406). There was net movement in funds of €4,420,046 (2023: €695,780). The net assets of the Company at year end were €7,101,217 (2023: €2,681,171).

During the year, Small Foundation provided direct financial support totalling €5,241,239 to SSA focused entities (2023: €4,855,608 to SSA entities and €20,000 to one Irish entity).

In addition to the income received above, the Company received interest and capital repayment from its investment partners of €269,745.

All the Africa related advances went to organisations with strategies and operations that increase access to knowledge, finance, skilled human resources, technology or markets to MSMEs, including smallholder farmers, in rural SSA.

b. Review of activities

Details of the organisations Small Foundation supported, and the nature of its support are given here.

1. Analysts and Associates Collective (A&A Collective) is a global network committed to supporting the next generation of talent and leadership in the African investment ecosystem.

Through a one-year grant in 2024, Small Foundation provided core funding to the A&A Collective. This enabled the network to conduct industry deep dives, host convenings and thematic working groups, support members to attend industry conferences and build connections across the network. (2024 funding: €45,702 grant)

2. Association of Countrywide Innovation Hubs (ACIH) is a network of innovation hubs in Kenya dedicated to driving entrepreneurship, collaboration and growth among its members. The objective of the association is to promote the building of impactful sustainable businesses in rural areas and in smaller towns in Kenya.

In 2024, Small Foundation's grant supported core costs of the network, enabling them to convene members regionally and nationally, as well as facilitating representation at the Afrilabs convening to learn, connect and collaborate with their continental peers. (2024 funding: €28,693 grant)

3. The African Rural and Agricultural Credit Association (AFRACA) is a pan-African network of financial and

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

non-financial institutions promoting access to rural and agricultural finance in Africa. The AFRACA Secretariat is based in Nairobi, Kenya.

In 2024, Small Foundation continued its support of AFRACA's network strategy, anchored around sharing knowledge and best practice between members, as well as support for AFRACA's Impact Taskforce, aimed at strengthening the collection and sharing of relevant measures of rural and agricultural finance amongst members. (2024 funding: €166,677 grant, 2023 funding: €73,173 grant)

4. The African Leadership Academy Agribusiness Network (ALAN) is a network of young leaders and entrepreneurs contributing to the transformation of the African agriculture and agribusiness sectors. ALAN is part of the African Leadership Group (ALG), a collection of educational institutions focused on leadership development of high potential Africans from secondary education to specialised post-graduate programmes.

In 2024, Small Foundation approved a four-year partnership for the ALAN, building on the success of previous support. The network continued to offer members opportunities to build professional networks, access learning opportunities, internship and job placements, and to create collaborative relationships within the network through its Co-Creation Fund. (2024 funding: €204,677 grant, 2023 funding: €167,252 grant)

5. Alterfin CV is a Belgian social impact investment cooperative that supports social enterprises, microfinance institutions, and sustainable agriculture initiatives, promoting sustainable development in low- and middle-income countries. Drawing on 30 years of experience, Alterfin's portfolio exceeds €100 million, impacting 4.5 million beneficiaries and fostering the long-term economic stability of its partners.

In 2024 Small Foundation partnered with Alterfin to support a six-month pilot digital upskilling programme provided by Lightful to 50 of Alterfin's partners. This partnership is expected to help us understand how improved communications can benefit rural-serving organisations. (2024 funding: €111,169 grant)

6. Amea Foundation (AMEA), the Agribusiness and Market Ecosystem Alliance, is a global network supporting the professionalisation of farmer organisations. Through its global network and country-level chapters, AMEA members are supported to learn, innovate and scale up the most effective approaches.

In 2024, Small Foundation renewed support to AMEA for another three years. This support is focused on strengthening AMEA's network effectiveness, building the network's capacity at a country chapter level, and improving learning and data collection across the network. (2024 funding: €79,497 grant)

7. The Aspen Network for Development Entrepreneurs (ANDE) is a global membership network of organisations that supports entrepreneurship in emerging markets in order to create jobs, economic prosperity and stimulate long-term growth. Small Foundation is a member of ANDE and continued its multiannual partnership to support the West Africa chapter of the ANDE network.

In 2024, Small Foundation's support enabled the West Africa chapter to facilitate two 'Learning Lab' convenings, alongside 13 member-led convenings focused on building connections and sharing best practice amongst its members. (2024 funding: €54,197 grant, 2023 funding: €45,737 grant)

8. The Catalytic Capital Consortium (C3) is a is an investment, learning and market development initiative launched in 2019 to promote the use of "catalytic capital," a form of financing that unlocks investment and global impact that otherwise would not be possible.

Small Foundation supported C3 with a grant to develop its community of practice and continue a new phase of work, particularly in Africa. (2024 funding: €24,155 grant)

9. Capria is a Global South specialist investment firm that leads the largest collaborative network of emerging-market fund managers, united in delivering strong financial returns and scalable impact through flexible capital, advanced investment platforms, and deep local-global partnerships.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

Small Foundation's funding supports the scaling of operations in Africa as well as Capria's global footprint. In 2024, Capria has invested over \$15m in funds and companies in SSA. (2024 funding: €468,534 loan, 2023 funding: €918,102 loan)

10. The Agri-SME Learning Collective (ASLC) is a non-profit multi-stakeholder initiative to coordinate and disseminate agri-SME learning, and is incubated within the non-profit Council on Smallholder Agricultural Finance (CSAF). In 2024, the ASLC grew into a community of 24 member organisations sharing a commitment to improve evidence and learning in the agri-SME finance sector.

In 2024, Small Foundation's funding to the ASLC supported the position of the ASLC Coordinator, helped facilitate the inaugural ASLC annual convening in Utrecht and supported the formation of its three workstreams: Catalytic Capital, Environment and Livelihoods, and Business Development Services / Technical Assistance. (2024 funding: €70,365 grant)

11. Equity for Africa Group Limited (EFAG) is an equipment finance company with operations in Tanzania, Kenya and Zambia, specialised in serving small and medium enterprises and farmers. Small Foundation previously provided seed funding for the expansion of EFAG to Kenya and Uganda.

In 2024, Small Foundation provided a short-term unsecured loan to EFAG for up to \$800,000 to support new leases and general operating liquidity. (2024 funding: €733,743 loan)

12. Emerald Africa Financing Facility, launched in early 2023, is a debt financing initiative incubated by Small Foundation specifically to support pre-seed and seed-stage digital innovators in SSA who are expanding access to credit for rural SMEs. Emerald Africa provides simple, fast debt funding (typically \$50k–\$250k) to help these tech-enabled businesses grow their loan books without diluting equity.

In 2024 Emerald Africa provided debt to 7 companies across Africa. (2024 funding: €576,077 loans, 2023 advance: €142,624 loans)

13. The African Food Fellowship, an initiative managed by Wasafiri and Wageningen University and Research, is a dynamic network of leaders working on changing the food systems in Kenya and Rwanda.

In 2024, Small Foundation partnered with the African Food Fellowship to strengthen its network approach and develop collaborations to shift policies, power dynamics, investments and incentives in food systems at national and regional levels. (2024 funding: €200,000 grant)

14. GanzAfrica Foundation builds the capacity of talented African youth to address major land, agricultural, and environmental challenges. Through targeted training and mentorship, it equips young professionals with the skills and experience to drive the development of resilient food systems in Africa.

In 2024, Small Foundation provided funding to GanzAfrica to establish the GanzAfrica Alumni Network. The network fosters collaboration among young analysts, seasoned experts and policy officers, advancing the use of evidence in decision-making for sustainable food systems transformation. (2024 funding: €23,875 grant)

15. Growth Firms Alliance (GFA) is an alliance of philanthropic funders dedicated to unleashing the potential of growth firms, fast-growing local SMEs, to transform low- and middle-income countries and drive widespread improvements in wellbeing. Swiss Philanthropy Foundation is the hosting legal entity for GFA funds.

GFA improves learning and practice amongst its members, and collaborates with systemic actors to elevate the importance of growth firms and improve their access to finance and other supports. As a founding member, in 2024 Small Foundation provided an unrestricted grant to GFA. (2024 funding: €45,828 grant)

16. IPDEV II, managed by Investisseurs & Partenaires (I&P), is a flagship fund-of-funds initiative launched in

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

2015 to incubate and seed local impact investment vehicles across SSA. It serves as a core component of I&P's strategy to support first-time African fund managers in financing small and growing businesses (SGBs) previously underserved by traditional financing sources.

IPDEV II made investments of €10.8m to the end of 2024. The seven local fund managers in the IPDEV II portfolio have invested into 66 SMEs, creating more than 1,657 jobs in Burkina Faso, Niger, Mali, Uganda, Madagascar, Senegal and Ivory Coast. (2024 funding: €37,667 equity purchase, 2023 funding: €79,115 equity purchase)

17. Through Mercy Corps, Small Foundation supported the Jobtech Alliance, an ecosystem building initiative established in 2021. The Jobtech Alliance supports individual jobtech enterprises as well as supporting the jobtech ecosystem in Africa. This includes developing and sharing research, innovations and funding opportunities for jobtech enterprises and investors.

In 2024, Small Foundation continued to support the Jobtech Alliance to explore systemic frameworks, tools and practice, including the development of systems change and impact measurement models. (2024 funding: €92,047 grant, 2023 funding: €89,421 grant)

18. London Africa Network is a professional community for those operating in the UK-Africa tech, startup, innovation, creative and investor ecosystems.

In 2024, Small Foundation supported the London Africa Network to convene its members around four community events and refine its membership offering. (2024 funding: €23,739 grant)

19. The Alternative Bank, Nigeria, (Altbank) is a non-interest, ethics-driven financial institution, formerly Sterling Alternative Finance. AltBank delivers partnership-based, zero-interest lending solutions and ethical profit-sharing contracts across the country.

In 2024, Small Foundation signed a multi-year collaboration with AltBank to launch an innovative Murabaha financing product, enabling agri-SMEs and rural businesses to access working capital through transparent markup-based repayment tied to sales proceeds. (2024 funding: €908,656 portfolio guarantee)

20. Uganda Agribusiness Alliance (UAA) is a Ugandan initiative with a mission to convene, coordinate and actively engage key agricultural value chain actors in developing a competitive, market-oriented, sustainable and inclusive agribusiness industry through constructive dialogue, insights, capacity building and partnerships.

In 2024, Small Foundation continued to support UAA in convening over 400 stakeholders across value chains, whilst also developing its core organisational competencies in communications, impact management and governance. (2024 funding: €76,711 grant, 2023 funding: €56,527 grant)

21. Untapped is a fintech platform that partners with financial intermediaries to deliver asset-backed financing to micro, small and medium enterprises in SSA and Latin America. It leverages alternative data and a revenue-share repayment model to increase access to productive-use assets for underserved enterprises.

In 2024, Small Foundation provided a loan to Untapped to support the expansion of its lending activities, with an interest rate step-down mechanism linked to reaching rural borrowers. (2024 funding: €462,620 loan)

22. Women in African Investments (WAI) is a network of nearly 300 senior female investment professionals focused on Africa. The network supports networking opportunities, the sharing of best practice and awareness-building to support gender-equitable economic growth in Africa.

In 2024, Small Foundation continued to support WAI's core costs. This allowed the network to redevelop its theory of change, publish an impact report, identify systemic challenges across the African investment landscape and deepen member engagement in catalysing collaboration to address these challenges. (2024

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

funding: €52,500 grant, 2023 funding: €100,000 grant)

c. Factors relevant to achieve objectives

Research, collaboration and dissemination are the core activities of Small Foundation, enabling it to find, catalyse and support the development of business models that are likely to be effective, sustainable and scalable. This work also contributes to improved public knowledge and learning around developments in the SME ecosystem in SSA.

During the year, the Company's combined investments in these activities including salaries, consultancy fees, conference fees, travel expenses, and website maintenance and development totalled €3,623,177 (2023: €3,425,187).

Key outputs from this expenditure were:

- Research on the evolving SME development landscape in SSA and the economic development of SSA generally, working with the following partners:
 - ISF Advisors: Research to develop an updated State of the Sector Report on smallholder farmer finance.
 - Samawati Capital: A feasibility study for collateral management agreements as an asset-based financing product for local agro-processors.
 - Village Capital: research into the efficiency and effectiveness of different models of enterprise support organisations working with rural-impact SMEs
- Dissemination of our research and work, and the work of our partners to the broader development ecosystem via our website, blogposts, engagement of social media and our annual impact report
- Deep engagement with partners and ecosystem networks via Network membership:

The Agribusiness Market Ecosystem Alliance (AMEA)
The Aspen Network for Development Entrepreneurs (ANDE)
African Venture Philanthropy Alliance (AVPA)
Council on Smallholder Agricultural Finance (CSAF)
Global Impact Investing Network (GIIN)
Philanthropy Ireland (PI)
Impact Europe (formerly the European Venture Philanthropy Association (EVPA))
The Communications Network
Women in African Investments (WAI)
Women in Social Finance (WISF)
A&A Collective

- Network engagement

In 2024, Small Foundation continued its multi-annual partnership with Converge, a US-based network of experts focused on network approaches to engaging with systemic challenges. Through this partnership, Small Foundation continued its support to the wider ecosystem of network practice, including through hosting the Network Leadership Series, advisory support to Small Foundation partners, hosting a network of network coordinators and exploring new themes in network practice through regular blog posts and a podcast series.

- Advisory roles in 2024

- A Small Foundation team member was a non-executive Board member of Open Capital Group
- A Small Foundation team member was a non-executive Board member of Founders Factory Africa
- A Small Foundation team member was a non-executive Board member of Africa Founder Ventures (resigned March 2025)

SMALL FOUNDATION

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Achievements and performance (continued)

- Small Foundation was a steering committee member for the research led by ISF Advisors and Agriterra to understand the effectiveness and efficiency of business development support to agri-SMEs in Africa
- A Small Foundation team member was a member of IPDEVII fund's Extra-Financial Committee, monitoring impact

• Partner Gathering 2024

In February 2024, Small Foundation convened its first ever gathering of partners and peers in Nairobi. The event was inspired by partner initiatives hosted by other funders and launched with intentional objectives to foster learning and collaboration.

We received strong positive feedback on the value of the event from participants and we continue to track the longer-term impact of this and further gatherings.

d. Measuring impact

As outlined above, Small Foundation closely monitors the performance of its investments against their respective objectives and milestones; providing ongoing support and making disbursement decisions based on performance.

Small Foundation's strategic refresh necessitated a shift in impact measurement and learning (IML) practice to incorporate the explicit systems change ambition. Preparing IML and information systems and processes for this change continued to be a major focus in 2024.

The Company continues to refine its pipeline and due diligence process to fully incorporate intended system change impacts and a clearly defined theory of change for each investment.

As many of Small Foundation's investments are at high leverage points in the ecosystem, including in financial intermediaries, technical assistance providers and aligned networks, it is very challenging to demonstrate a linear causal relationship or attribute changes in the lives of poor people living in SSA directly to any one Small Foundation investment or activity, even when performance milestones have been achieved.

Poverty exists and persists for many complex and interrelated reasons. Therefore, Small Foundation believes a complex, systems-based approach is required to eradicate it. Though it is potentially easier to measure the outputs of linear, project-based approaches, these are insufficient to overcome the multiple barriers in the ecosystem to create lasting change. Furthermore, Small Foundation is focused on long term impact; on making lasting changes in complex economic systems across SSA. Measuring the impact of interventions over the appropriate time horizons in these complex systems is extremely difficult.

It is open to Small Foundation to confine its support to interventions where impact can be more easily measured. However, there are high levels of risk to long-term impact in doing only what can be easily measured in the short-term because, in general, easy to measure, short-term interventions do not adequately address the complex systemic issues that perpetuate extreme poverty.

Small Foundation plans to continue to invest in its IML systems and processes in 2025. Since 2021 Small Foundation has published an annual Impact Report which details some of the specific impacts achieved by our investment partners. See <https://impact.smallfoundation.ie/>

SMALL FOUNDATION

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Financial Review

a. Going Concern

After making appropriate enquiries, the directors have a reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

b. Principal risks and uncertainties

Risk of failure: The innovation and experiments Small Foundation is looking for and making will be risky, with a high chance that any individual model will not succeed. However, as existing models are not working at the pace and scale required, Small Foundation feels it is essential to take this risk. Even where individual models do not succeed, Small Foundation believes there can be important lessons from failure that, where properly understood and disseminated, can make a significant contribution to its long term vision;

Evidence risk: Systems change is very hard to measure. The difficulty, even impossibility, of showing clear, linear, causal relationships between Small Foundation's investments and evidence of poverty eradication does not mean that such higher level ecosystem interventions with the aim of solving extremely complex problems like poverty are not worth making. Small Foundation will continue to focus on these investments while also working to ensure that its impact measurement and monitoring systems are as robust as possible.

Increased costs: Innovation and experimentation take significant capacity to find and support (including ongoing monitoring), and to transfer the learnings from these innovative models to the sector requires deep network and ecosystem engagement. This necessitates the hands on, intensive and expert engagement of the team, from research, due diligence, and post investment support, to collaboration, dissemination and amplification. Small Foundation believes that investing in its team is vital to finding and supporting the viable, sustainable and scalable models required, and to fostering the sector collaboration necessary to realising its vision.

Reputational risk: Supporting organisations and activities that might bring the Company into ill repute thus damaging its capacity to alleviate extreme poverty in SSA. To mitigate this risk Small Foundation undertakes extensive due diligence of potential partners, including, on-site visits and due diligence checks, to verify the identity and bone fides of potential partners.

Financial risk. The Company principally relies for its funding on the founding members and directors and their close associates. While it is expected that their resources will be sufficient for the needs of the Company in the medium term, it is recognised that the risk of a calamitous reversal of fortunes is ever present. Where the Company makes investments via repayable/returnable instruments (such as debt, equity or convertible debt), it focuses primarily on the impact potential of these investments rather than their income generating or capital appreciation potential. Therefore, despite these investments the Company remains dependent on founding members.

Other key risks facing the Company are:

Regulatory Compliance Risk

The Company is a registered charity which is regulated by the Charities Regulator. The Directors of the Company are aware that non compliance with charity legislation such as the Charities Act 2009 and other regulations overseen by the Charities Regulator would jeopardise the future of the Company.

The Company complies with the Charities Governance Code (the "Code"). The Board has conducted a review of the Governance Code. This review was based on an assessment of the Company's organisational practice against the recommended actions for each governance principle. The review sets out actions and completion dates for any issues that the assessment identifies need to be addressed. No significant matters were noted.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

To manage this risk, the Company employs suitably qualified professionals, has appointed a highly skilled and expertise led board of directors, and takes advice from experts in the charity sector. The board are confident that these collectively manage this risk as effectively as possible.

b. Reserves policy

The aim of the reserves policy is to maintain free reserves in unrestricted funds to enable the Company to implement its strategy by funding specific activities and investments as they arise.

In 2022, Small Foundation entered into a strategic collaboration agreement with a funder to provide multi-year, unrestricted funding. Some of this was drawn-down in 2023 and 2024, but significant funding remains available for the Company to use as required to fund its on-going activities.

Tim Brosnan, gave the Company a formal undertaking that he would personally ensure that it would have sufficient funds to honour any financial commitments made by it while he was Chairman. The terms of this guarantee were subsequently updated to take account of Tim's role as non executive director. As this guarantee was linked to Tim's directorship of Small Foundation, it expired on his resignation as a director on 31 December 2021. As more financial commitments have been undertaken since his resignation, and those commitments undertaken during his Chairmanship have been honoured, a greater portion of the Company's commitments now sit outside this guarantee.

Taking account of the funding commitments described above, it is judged that there are sufficient resources to allow the Company to implement its strategy over the next few years.

c. Principal funding

The principal funding of Small Foundation comes from its founding members and directors and their close individual and corporate associates.

Structure, governance and management

a. Constitution

The Company is registered as a company limited by guarantee, not having share capital. It was set up and constituted under a Memorandum of Association and is a registered charity (CHY17841 and 20067151). The Company has been granted charitable status under sections 207 and 208 of Taxes Consolidation Act, 1997. The Company constitution was updated in 2016 and it remains a company limited by guarantee under part 18 of the Companies Act 2014.

The main object of the company is to relieve poverty, suffering and distress among people.

There have been no changes in the objects since the last Directors Report and Financial Statements.

b. Method of appointment or election of Directors

The management of the company is the responsibility of the Directors who are elected and co-opted under the terms of the Articles of Association. In accordance with the Constitution, one third of the directors are required to retire by rotation at each annual general meeting. The directors to retire in every year shall be those who have been longest in office since the last election but, as between persons who became directors on the same day, those to retire shall be determined by lot. A retiring director shall be eligible for re-election.

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DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Structure, governance and management (continued)

c. Organisational structure and decision-making policies

The Directors have delegated the day to day running of the Company to the executive team, including an executive Director. Decisions on strategy, significant resourcing decisions and significant investment decisions are reserved for the Directors. The investment decision making process, and the role of Directors in this, is well established and is reviewed from time to time. Within the executive team there are clear reporting lines and responsibilities. With changes in the team size and composition these are updated as necessary.

d. Induction, training and remuneration

Small Foundation continues to improve its induction and training documentation. This induction process is applied to any new team member, whether at the Director or executive level.

Staff remuneration is decided by the executive Director who has direct management responsibility for the executive team in conjunction with a non Executive Director. This is done with reference to individual performance and intelligence on market rates for each role in its respective location. Directors do not receive any remuneration from Small Foundation (see note 10 to the financial statements).

e. Related party relationships

Details of all related party transactions are noted in note 24 to the financial statements.

f. Risk management

In accordance with our risk management policy, we identify risks across the Company, assess the potential impact of these risks and provide a method for addressing these potential impacts by either reducing threats to an acceptable level or taking steps to mitigate those risks. The risk review process consists of activities to identify, categorise, describe and assess risks. The Company has identified its major risks and has collated them into a risk matrix. The risks are reviewed annually and any additional risks that are recognised are included in the matrix and risk mitigation actions are put in place as necessary.

Plans for future periods

Future developments

The Company is confident about its future and that it can continue to develop services in line with its strategic plan and does not envisage any change to the primary focus at this time.

The Company continually reviews the human resources needed to perform its research, collaboration and dissemination core activities and is open to making additional hires internally, or engaging external expertise, as appropriate to best achieve its objectives. Looking ahead Small Foundation intends to engage more human resources located in Africa.

Also, as Small Foundation continues to learn and gain experience, the specific activities undertaken to achieve its primary objectives may evolve. This is something the Directors keep under review.

Members' liability

The Members of the Company guarantee to contribute an amount not exceeding €1 to the assets of the Company in the event of winding up.

SMALL FOUNDATION

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Results and dividends

The Company prohibits payment of dividends to its members.

Accounting Records

The Directors are responsible for ensuring that accounting records, as outlined in Section 281 to 285 of the Companies Act 2014, are kept. The Directors, through the use of appropriate procedures and systems and the employment of competent persons, have ensured that measures are in place to secure compliance with these requirements. These accounting records are maintained at the registered office at 30 Merrion Square North, Dublin 2.

Significant events during the year

There were no significant events during the year.

Post Balance Sheet Events

Details of all post balance sheet events are noted in note 25 to the financial statements.

Auditors

The auditors, KPMG, have indicated their willingness to continue in office in accordance with the provisions of Section 382(2) of the Companies Act 2014.

Taxation Status

The Company has received an exemption from taxation as a charitable organisation and is registered under No. CHY 17841. The Company also received approval of the Scheme of Tax Relief for Donations to Eligible Charities and other Approved bodies under Section 848A of the Taxes Consolidation Act 1997.

Thanks

The Directors would like to thank all the Company's service providers, with a special thanks to those who worked pro bono. The Directors would also like to extend their heartfelt thanks to the Small Foundation team of professionals in Ireland, the UK, France, the US and Africa. Above all, we would like to thank our partners who give us valuable insights and inspiration as well as doing the vital work on the ground.

SMALL FOUNDATION

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 DECEMBER 2024

Disclosure of information to auditors

Each of the persons who are Directors at the time when this Directors' Report is approved has confirmed that:

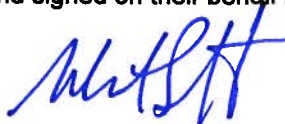
- So far as that Director is aware, there is no relevant audit information of which the charity's auditors are unaware, and
- That Director has taken all the steps that ought to have been taken as a Director in order to be aware of any relevant audit information and to establish that the charitable Company's auditors are aware of that information.

Approved by order of the members of the board of Directors and signed on their behalf by:



Conor Brosnan
Chairman

Date: 16/9/25



Michael Swift
Director

18.9.25

SMALL FOUNDATION

STATEMENT OF DIRECTORS' RESPONSIBILITIES FOR THE YEAR ENDED 31 DECEMBER 2024

The Directors (who are also the Directors of the Company for the purposes of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with Charities SORP (FRS 102) the Financial Reporting Standard applicable in the UK and the Republic of Ireland and the provisions of the Companies Act 2014.

Company law requires the Directors to prepare financial statements for each financial year. Under company law, the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the assets, liabilities and financial position of the Company and of its incoming resources and application of resources, including its income and expenditure, for that period. In preparing these financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- assess the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern;
- use the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.

The Directors are responsible for keeping adequate accounting records which disclose the reasonable accuracy at any time of the assets, liabilities, financial position and its incoming resources and application of resources including its income and expenditure of the Company and enable them to ensure that the financial statements comply with the Companies Act 2014. They are responsible for such internal controls as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error, and have general responsibility for taking such steps as are reasonably open to them to safeguard the assets of the Company and to prevent and detect fraud and other irregularities. The Directors are also responsible for preparing a Directors' report that complies with the requirements of the Companies Act 2014.

Approved by order of the members of the Board of Directors and signed on its behalf by:



Conor Brosnan
Chairman

Date: 15/9/25



Michael Swift
Director

18.9.25



KPMG

Audit
1 Harbourmaster Place
IFSC
Dublin 1
D01 F6F5
Ireland

Independent Auditor's Report to the Members of Small Foundation

Report on the audit of the financial statements

Opinion

We have audited the financial statements of Small Foundation ('the Company') for the year ended 31 December 2024 set out on pages 19 to 41, which comprise the the Statement of Financial Activities (Incorporating Income and Expenditure Account), the Balance Sheet, the Statement of Cash Flows and related notes, including the summary of significant accounting policies set out in note 1.

The financial reporting framework that has been applied in their preparation is Irish Law and FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland issued in the United Kingdom by the Financial Reporting Council.

In our opinion:

- the financial statements give a true and fair view of the assets, liabilities and financial position of the Company as at 31 December 2024 and of its income and expenditure for the year then ended;
- the financial statements have been properly prepared in accordance with FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland*; and
- the financial statements have been properly prepared in accordance with the requirements of the Companies Act 2014.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (Ireland) (ISAs (Ireland)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Company in accordance with ethical requirements that are relevant to our audit of financial statements in Ireland, including the Ethical Standard issued by the Irish Auditing and Accounting Supervisory Authority (IAASA), and we have fulfilled our other ethical responsibilities in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Company's ability to continue as a going concern for a period of at least twelve months from the date when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.



Independent Auditor's Report to the Members of Small Foundation (continued)

Other information

The directors are responsible for the other information presented in the Annual Report together with the financial statements. The other information comprises the information included in the Reference and Administrative Details of the Company, its Directors and Advisers, the Directors' report and the Directors' Responsibilities Statement. The financial statements and our auditor's report thereon do not comprise part of the other information. Our opinion on the financial statements does not cover the other information and, accordingly, we do not express an audit opinion or, except as explicitly stated below, any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether, based on our financial statements audit work, the information therein is materially misstated or inconsistent with the financial statements or our audit knowledge. Based solely on that work we have not identified material misstatements in the other information.

Based solely on our work on the other information undertaken during the course of the audit, we report that:

- we have not identified material misstatements in the directors' report;
- in our opinion, the information given in the directors' report is consistent with the financial statements; and
- in our opinion, those parts of the directors' report specified for our review, which does not include sustainability reporting when required by Part 28 of the Companies Act 2014, have been prepared in accordance with the Companies Act 2014.

Our opinions on other matters prescribed by the Companies Act 2014 are unmodified

We have obtained all the information and explanations which we consider necessary for the purposes of our audit.

In our opinion the accounting records of the Company were sufficient to permit the financial statements to be readily and properly audited and the financial statements are in agreement with the accounting records.

Matters on which we are required to report by exception

The Companies Act 2014 requires us to report to you if, in our opinion, the disclosures of directors' remuneration and transactions required by Sections 305 to 312 of the Act are not made. We have nothing to report in this regard.

Respective responsibilities and restrictions on use

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 15, the directors are responsible for: the preparation of the financial statements including being satisfied that they give a true and fair view; such internal control as they determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern; and using the going concern basis of accounting unless they either intend to liquidate the Company or to cease operations, or have no realistic alternative but to do so.



Independent Auditor's Report to the Members of Small Foundation (continued)

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (Ireland) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A fuller description of our responsibilities is provided on IAASA's website at <https://iaasa.ie/publications/description-of-the-auditors-responsibilities-for-the-audit-of-the-financial-statements/>.

The purpose of our audit work and to whom we owe our responsibilities

Our report is made solely to the Company's members, as a body, in accordance with Section 391 of the Companies Act 2014. Our audit work has been undertaken so that we might state to the Company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Company and the Company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

Maria Flannery
for and on behalf of
KPMG

Chartered Accountants, Statutory Audit Firm
1 Harbourmaster Place
IFSC
Dublin 1
D01 F6F5

25 September 2025

SMALL FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES (INCORPORATING INCOME AND EXPENDITURE ACCOUNT) FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	Unrestricted funds 2024 €	Total funds 2024 €	Total funds 2023 €
Income from:				
Donations and legacies	2	10,047,322	10,047,322	7,510,700
Social investments	3	148,933	148,933	2,486
Total income		<u>10,196,255</u>	<u>10,196,255</u>	<u>7,513,186</u>
Expenditure on:				
Charitable activities	4	5,776,209	5,776,209	6,817,406
Total expenditure		<u>5,776,209</u>	<u>5,776,209</u>	<u>6,817,406</u>
Net movement in funds		<u>4,420,046</u>	<u>4,420,046</u>	<u>695,780</u>
Reconciliation of funds:				
Total funds brought forward		2,681,171	2,681,171	1,985,391
Net movement in funds		4,420,046	4,420,046	695,780
Total funds carried forward		<u>7,101,217</u>	<u>7,101,217</u>	<u>2,681,171</u>

The Statement of Financial Activities includes all gains and losses recognised in the year.

The notes on pages 22 to 41 form part of these financial statements.

SMALL FOUNDATION
REGISTERED NUMBER: 447577

BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note	2024 €	2023 €
Fixed assets			
Tangible assets	11	28,403	38,865
Social investments	12	2,364,160	1,263,106
		<u>2,392,563</u>	<u>1,301,971</u>
Current assets			
Debtors	13	36,796	14,203
Social investments	14	1,453,834	142,624
Cash and cash equivalents	19	3,388,161	1,310,222
		<u>4,878,791</u>	<u>1,467,049</u>
Creditors: amounts falling due within one year	15	(170,137)	(87,849)
Net current assets		<u>4,708,654</u>	<u>1,379,200</u>
Total assets less current liabilities		<u>7,101,217</u>	<u>2,681,171</u>
Net assets		<u>7,101,217</u>	<u>2,681,171</u>
Total net assets		<u><u>7,101,217</u></u>	<u><u>2,681,171</u></u>
Charity funds			
Restricted funds	16	-	-
Unrestricted funds	16	7,101,217	2,681,171
Total funds		<u><u>7,101,217</u></u>	<u><u>2,681,171</u></u>

The Directors acknowledge their responsibilities for complying with the requirements of the Act with respect to accounting records and preparation of financial statements.

The financial statements were approved and authorised for issue by the Directors and signed on their behalf by:



Conor Brosnan
Chairman

Date: 18/9/25



Michael Swift
Director

18.9.25

The notes on pages 22 to 41 form part of these financial statements.

SMALL FOUNDATION

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 DECEMBER 2024

		2024 €	2023 €
Cash flows from operating activities			
Net cash used in operating activities	18	4,493,784	943,487
Cash flows from investing activities			
Purchase of tangible fixed assets		(3,581)	(34,084)
Purchase of social investments		(3,417,925)	(3,453,284)
Impairments of social investments		1,027,436	2,756,042
Receipts from social investments		269,746	-
Reversal of previous impairments		(291,521)	-
Net cash used in investing activities		(2,415,845)	(731,326)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Change in cash and cash equivalents in the year		2,077,939	212,161
Cash and cash equivalents at the beginning of the year		1,310,222	1,098,061
Cash and cash equivalents at the end of the year		3,388,161	1,310,222

The notes on pages 22 to 41 form part of these financial statements

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. Accounting policies

1.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their financial statements in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (second edition - October 2019), - (Charities SORP (FRS102) the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2014.

Small Foundation meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

Currency

The financial statements have been presented in Euro (€) which is also the functional currency of the Company.

1.2 Company status

The Charity is an Irish registered company limited by guarantee under part 18 of the Companies Act 2014 with a registered office at 30 Merrion Square North, Dublin 2. In the event of the Charity being wound up, the liability in respect of the guarantee is limited to €1 per member of the Charity.

1.3 Going concern

After making appropriate enquiries, the Directors have reasonable expectation that the Company has adequate resources to continue in operational existence for the foreseeable future. The Company therefore continues to adopt the going concern basis in preparing its financial statements.

1.4 Income

All income is recognised once the Company has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Donated services or facilities are recognised when the Company has control over the item, any conditions associated with the donated item have been met, the receipt of economic benefit from the use of the Company of the item is probable and that economic benefit can be measured reliably. In accordance with the Charities SORP (FRS 102).

On receipt, donated professional services and donated facilities are recognised on the basis of the value of the gift to the Company which is the amount the Company would have been willing to pay to obtain services or facilities of equivalent economic benefit on the open market; a corresponding amount is then recognised in expenditure in the period of receipt.

Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Income tax recoverable in relation to investment income is recognised at the time the investment income is receivable.

Investment income is income earned on our social investments and includes interest income and facility fee income.

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. Accounting policies (continued)

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Support costs are those costs incurred directly in support of expenditure on the objects of the Company and include project management carried out at Headquarters. Governance costs are those incurred in connection with administration of the Company and compliance with constitutional and statutory requirements.

Grants payable are charged in the year when the offer is made except in those cases where the offer is conditional, such grants being recognised as expenditure when the conditions attaching are fulfilled. Grants offered subject to conditions which have not been met at the year end are noted as a commitment, but not accrued as expenditure.

Charitable activities and Governance costs are costs incurred on the company's operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

1.6 Interest receivable

Interest on funds held on deposit is recognised when receivable and the amount can be measured reliably by the Company; this is normally upon notification of the interest paid or payable by the institution with whom the funds are deposited.

1.7 Tangible fixed assets and depreciation

A review for impairment of a fixed asset is carried out if events or changes in circumstances indicate that the carrying value of any fixed asset may not be recoverable. Shortfalls between the carrying value of fixed assets and their recoverable amounts are recognised as impairments. Impairment losses are recognised in the Statement of Financial Activities incorporating Income and Expenditure Account.

Tangible fixed assets are carried at cost, net of depreciation and any provision for impairment. Depreciation is provided at rates calculated to write off the cost of fixed assets, less their estimated residual value, over their expected useful lives on the following bases:

Computer equipment	-	33% Reducing balance
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SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. Accounting policies (continued)

1.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the Balance Sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the Statement of Financial Activities.

1.9 Social Investments

Social investments, which may include, but are not limited to, repayable loans, non-repayable loans (quasi equity), equity investments and performance related income arrangements are recognised at fair value at the year end. If the fair value of these investments cannot be measured reliably they are measured at their cost less impairment. Any impairment gain/loss is recognised as a movement in social investments in the Statement of Financial Activities.

1.10 Interest Receivable

Interest on funds held on deposit is recognised at the settlement amount after any trade discount offered.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

1.12 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

1.13 Liabilities and provisions

Liabilities are recognised when there is an obligation at the Balance Sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Company anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the Statement of Financial Activities as a finance cost.

1.14 Financial instruments

The Company only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. Accounting policies (continued)

1.15 Pensions

The Company operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Company to the fund in respect of the year.

1.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Directors in furtherance of the general objectives of the Company and which have not been designated for other purposes.

Investment income, gains and losses are allocated to the appropriate fund.

1.17 Critical accounting estimates and areas of judgment

In the application of the Company's accounting policies, the directors are required to make judgments, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised, if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

Critical judgments and key sources of estimation uncertainty

The directors are of the view that judgments and estimates apply in relation to the valuation of social investments. The risk is that these investments are overstated on our balance sheet. These social investments are actively managed by their relationship manager and are assessed periodically by the board for impairment. Where there are signs of impairment the value of the investment will be written down accordingly.

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

2. Income from donations and legacies

	Unrestricted funds 2024 €	Total funds 2024 €
Donations - Cavendish Capital	10,000,000	10,000,000
Donated Services (Audit & Legal)	47,322	47,322
Total 2024	10,047,322	10,047,322
	Unrestricted funds 2023 €	Total funds 2023 €
Donations - Cavendish Capital	7,500,000	7,500,000
Donated Services (Audit & Legal)	10,700	10,700
Total 2023	7,510,700	7,510,700

3. Investment Income

	Unrestricted funds 2024 €	Total funds 2024 €
Investment Income	148,933	148,933
	Unrestricted funds 2023 €	Total funds 2023 €
Investment Income	2,486	2,486

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

4. Total charitable activities

	Unrestricted funds 2024 €	Total funds 2024 €
Donations & movement in social investments	2,832,902	2,832,902
Other resources expended	2,913,016	2,913,016
Other costs	(56,420)	(56,420)
Governance costs	86,711	86,711
	<u>5,776,209</u>	<u>5,776,209</u>
	Unrestricted funds 2023 €	Total funds 2023 €
Donations & movement in social investments	4,178,367	4,178,367
Other resources expended	2,465,722	2,465,722
Other costs	143,671	143,671
Governance costs	29,646	29,646
	<u>6,817,406</u>	<u>6,817,406</u>

5. Analysis of Donations to NGOs and movement in Social Investments

	Unrestricted funds 2024 €	Total funds 2024 €
Donations to NGO's	1,374,073	1,374,073
Movement in Social Investments	778,959	778,959
Partner Support	392,066	392,066
Network Memberships	42,634	42,634
Research Projects	245,170	245,170
	<u>2,832,902</u>	<u>2,832,902</u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

5. Analysis of Donations to NGOs and movement in Social Investments (continued)

	<i>Unrestricted funds 2023 €</i>	<i>Total funds 2023 €</i>
Donations to NGO's	636,176	636,176
Movement in Social Investments	2,756,043	2,756,043
Partner Support	307,745	307,745
Network Memberships	41,382	41,382
Research Projects	437,021	437,021
	<u>4,178,367</u>	<u>4,178,367</u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

5. Analysis of Donations to NGOs and movement in Social Investments (continued)

	Movement in Social Investments	Donations to NGO's Unrestricted	Partner Support / Network Membership / Research Projects	2024 Total
	€	€	€	€
Aspen Institute	-	54,197	-	54,197
African Leadership Academy	-	204,677	-	204,677
Woman in African Investments	-	52,500	-	52,500
AFRACA	-	166,677	-	166,677
Mercy Corps	-	92,047	-	92,047
Founders Factory	(90,885)	-	-	(90,885)
Capria Ventures LLC	468,534	-	-	468,534
WARC Group LLC	(167,207)	-	-	(167,207)
Open Capital Advisors	(27,111)	-	-	(27,111)
IPDEVIIC	(6,320)	-	-	(6,320)
EAFF	118,844	-	-	118,844
Uganda Agribusiness Alliance	-	76,711	-	76,711
London Africa Network	-	23,739	-	23,739
Amea Foundation	-	79,497	-	79,497
Council on Smallholder Agricultural Finance (CSAF)	-	70,365	-	70,365
Alterfin CV	-	111,169	-	111,169
Analysts and Associates Collective	-	45,702	-	45,702
Wasafiri	-	200,000	-	200,000
Growth Firms Alliance (GFA)	-	45,828	-	45,828
Ass Countrywide Innovation Hubs	-	28,693	-	28,693
GanzAfrica Foundation	-	23,875	-	23,875
Unmarkets	-	15,159	-	15,159
C3 CoP	-	24,155	-	24,155
Partner gathering grants	-	59,082	-	59,082
Partner Support	-	-	392,066	392,066
Network Membership	-	-	42,634	42,634
Research Projects	-	-	245,170	245,170
Untapped	483,104	-	-	483,104
Subtotal	778,959	1,374,073	679,870	2,832,902

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

5. Analysis of Donations to NGOs and movement in Social Investments (continued)

	Movement in Social Investments	Donations to NGO's Unrestricted	Partner Support / Network Membership / Research Projects	2023 Total
	€	€	€	€
Aspen Institute	-	45,737	-	45,737
African Leadership Academy	-	167,252	-	167,252
Future Females / AWI				
Foundation	-	90,162	-	90,162
Woman in African Investments	-	100,000	-	100,000
AFRACA	-	73,173	-	73,173
Mercy Corps	-	89,421	-	89,421
Founders Factory (Note 12)	1,437,004	-	-	1,437,004
Capria Ventures LLC	918,102	-	-	918,102
Komaza Group Inc	277,105	-	-	277,105
Isidore	136,847	-	-	136,847
IPDEVII	(13,015)	-	-	(13,015)
Uganda Agribusiness Alliance	-	56,527	-	56,527
Partner Support	-	-	307,745	307,745
London Africa Network	-	13,904	-	13,904
Network Membership	-	-	41,382	41,382
Research Projects	-	-	437,021	437,021
Total	2,756,043	636,176	786,148	4,178,367

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

6. Other resources expended

	Unrestricted funds 2024 €	Total funds 2024 €
Staff costs	1,604,584	1,604,584
Consultancy Fees	880,408	880,408
Travel	194,336	194,336
Computer/ IT Costs	144,516	144,516
Staff development	79,463	79,463
Conference and Seminars	9,709	9,709
	<u>2,913,016</u>	<u>2,913,016</u>
	Unrestricted funds 2023 €	Total funds 2023 €
Staff costs	1,266,493	1,266,493
Consultancy Fees	853,844	853,844
Travel	180,691	180,691
Computer/ IT Costs	120,104	120,104
Staff development	25,135	25,135
Conference and Seminars	19,455	19,455
	<u>2,465,722</u>	<u>2,465,722</u>

7. Staff costs

	2024 €	2023 €
Wages and salaries	1,298,510	1,026,973
Social security costs	170,766	137,411
Employer's pension contributions - Defined Contribution Scheme	119,985	89,999
Other	15,323	12,110
	<u>1,604,584</u>	<u>1,266,493</u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

7. Staff costs (continued)

The average number of persons employed by the Company during the year was as follows:

	2024 No.	2023 No.
Impact Related Staff	7	6
Support Staff	5	4
	<u>12</u>	<u>10</u>

The number of employees whose employee benefits (excluding employer pension costs) exceeded €70,000 was:

	2024 No.	2023 No.
In the band €70,001 - €80,000	1	1
In the band €80,001 - €90,000	-	1
In the band €90,001 - €100,000	2	1
In the band €110,001 - €120,000	-	1
In the band €120,001 - €130,000	-	1
In the band €130,001 - €140,000	1	1
In the band €140,001 - €150,000	1	-
In the band €160,001 - €170,000	1	-
In the band €180,001 - €190,000	-	1
In the band €200,001 - €210,000	1	-

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

8. Other Costs

	Unrestricted funds 2024 €	Total funds 2024 €
Recruitment charges	20,277	20,277
Office expenses	18,320	18,320
Rent	54,808	54,808
Bank charges	2,284	2,284
Foreign exchange	(143,262)	(143,262)
VAT refund	(8,847)	(8,847)
	<u>(56,420)</u>	<u>(56,420)</u>

	Unrestricted funds 2023 €	Total funds 2023 €
Recruitment charges	55,235	55,235
Branding / Website	23,148	23,148
Office expenses	63,052	63,052
Rent	1,612	1,612
Bank charges	3,548	3,548
Interest / foreign exchange	(2,924)	(2,924)
	<u>143,671</u>	<u>143,671</u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

9. Governance costs

	Unrestricted funds 2024 €	Total funds 2024 €
Internal research fees	2,868	2,868
Advisory Fees Accountants	13,863	13,863
Donated Services - Legal	32,322	32,322
Donated Services - Audit	15,000	15,000
General Insurance	5,443	5,443
Legal Fees	17,215	17,215
	86,711	86,711

	Unrestricted funds 2023 €	Total funds 2023 €
Internal research fees	2,884	2,884
Advisory Fees Accountants	6,574	6,574
Donated Services - Audit	10,000	10,000
Donated Services - Legal	700	700
General Insurance	4,073	4,073
Legal Fees	5,415	5,415
	29,646	29,646

10. Directors' remuneration and expenses

During the year, no Directors received any remuneration or other benefits (2023 - €NIL).

During the year ended 31 December 2024, no Director expenses have been incurred (2023 - €NIL).

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

11. Tangible fixed assets

	Computer equipment €
Cost	
At 1 January 2024	61,038
Additions	3,581
At 31 December 2024	64,619
Depreciation	
At 1 January 2024	22,173
Charge for the year	14,043
At 31 December 2024	36,216
Net book value	
At 31 December 2024	28,403
<i>At 31 December 2023</i>	38,865

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

12. Social investments

	Fixed Assets Investments	Current Assets
Cost or valuation		
At 1 January 2024	10,694,660	2,011,876
Additions	1,472,384	1,945,541
Repayments	<u>(27,111)</u>	<u>(242,635)</u>
At 31 December 2024	<u>12,139,933</u>	<u>3,714,782</u>
Impairment		
At 1 January 2024	9,431,554	1,869,252
Charge for the year	468,534	558,900
Reversal of impairments	<u>(124,315)</u>	<u>(167,204)</u>
At 31 December 2024	<u>9,775,773</u>	<u>2,260,948</u>
Net book value		
At 31 December 2024	<u>2,364,160</u>	<u>1,453,834</u>
At 31 December 2023	<u>1,263,106</u>	<u>142,624</u>

Fixed asset social investments comprise of debt and equity investments.

Current assets social investments comprise of loans to partners due within one year.

13. Debtors

	2024	2023
	€	€
Due within one year		
Facility fee income	3,160	1,560
Prepayments and accrued income	33,636	12,643
	<u>36,796</u>	<u>14,203</u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

14. Current asset social investments

	2024 €	2023 €
Loan amounts receivable	<u>1,453,834</u>	<u>142,624</u>

The above loan amounts receivable are receivable from our partners under the following terms

Maturity Date	Rate	Payment terms	Amount receivable
January - April 2025	10% - 15%	Principal plus interest	581,813
January - December 2025	5% - 10%	Principal plus interest	872,021

15. Creditors: Amounts falling due within one year

	2024 €	2023 €
Bank loans and overdrafts	15,778	14,246
Trade creditors	18,969	14,810
Pensions payable	15,194	11,759
Other taxation and social security	65,853	45,115
Other creditors	1	1
Accruals and deferred income	54,342	1,918
	<u>170,137</u>	<u>87,849</u>

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

16. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 €	Income €	Expenditure €	Balance at 31 December 2024 €
Unrestricted funds				
General Funds - all funds	2,681,171	10,196,255	(5,776,209)	7,101,217

Statement of funds - prior year

	Balance at 1 January 2023 €	Income €	Expenditure €	Balance at 31 December 2023 €
Unrestricted funds				
General Funds - all funds	1,985,391	7,513,186	(6,817,406)	2,681,171

17. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2024 €	Total funds 2024 €
Tangible fixed assets	28,403	28,403
Fixed asset investments - social investments	2,364,160	2,364,160
Current assets	4,878,791	4,878,791
Creditors due within one year	(170,137)	(170,137)
Total	7,101,217	7,101,217

SMALL FOUNDATION

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024**

17. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	<i>Unrestricted funds 2023 €</i>	<i>Total funds 2023 €</i>
Tangible fixed assets	38,865	38,865
Fixed asset investments - social investments	1,263,106	1,263,106
Current assets	1,467,049	1,467,049
Creditors due within one year	(87,849)	(87,849)
Total	<u><u>2,681,171</u></u>	<u><u>2,681,171</u></u>

18. Reconciliation of net movement in funds to net cash flow from operating activities

	<i>2024 €</i>	<i>2023 €</i>
Net income for the period (as per Statement of Financial Activities)	<u>4,420,046</u>	<u>695,780</u>
Adjustments for:		
Depreciation charges	14,043	5,339
Decrease/(increase) in debtors	(22,593)	221,940
(Decrease)/increase in creditors	82,288	20,428
Net cash provided by operating activities	<u><u>4,493,784</u></u>	<u><u>943,487</u></u>

19. Analysis of cash and cash equivalents

	<i>2024 €</i>	<i>2023 €</i>
Cash at bank	<u>3,388,161</u>	<u>1,310,222</u>
Total cash and cash equivalents	<u><u>3,388,161</u></u>	<u><u>1,310,222</u></u>

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

20. Analysis of changes in net debt

	At 1 January 2024 €	Cash flows €	At 31 December 2024 €
Cash at bank	1,310,222	2,077,939	3,388,161
Credit cards	(14,246)	(1,532)	(15,778)
Current asset investments - social investments	142,624	1,311,210	1,453,834
	<u>1,438,600</u>	<u>3,387,617</u>	<u>4,826,217</u>

21. Pension commitments

The company operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the company in an independently administered fund. The pension cost charge represents contributions made by the company to the fund and amounted to €119,985 for the year ended 31 Dec 2024 (2023 - €90,000).

22. Guarantee

In 2018 Tim Brosnan guaranteed that he would provide funding to honour financial commitments entered into by the Board whilst he was non executive Director. No amounts have been drawn on this guarantee.

During 2022 Small Foundation provided a guarantee for a partner, WARC, to Alterfin CV for \$130,000. This guarantee expired in January 2023 and remained undrawn.

23. Members' liability

Each member of the charitable Company undertakes to contribute to the assets of the company in the event of it being wound up while he/she is a member, or within one year after he/she ceases to be a member, such amount as may be required, not exceeding €1 for the debts and liabilities contracted before he/she ceases to be a member.

SMALL FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

24. Related party transactions

No members of the board of directors received any remuneration during the year (2023: €NIL).

During the year, Cavendish Capital, which has directors in common with the Company, donated €10,000,000 (2023: €7,500,000).

No member of the board of directors or other person related to the charity had any personal interest in any contract or transaction entered into by the Company during the period apart from the guarantee provided by Tim Brosnan in 2018 (see note 22).

During August 2023, Small Foundation entered into a licence to occupy agreement with the charity, Long Term Foundation in relation to office space in Dublin. Long Term Foundation has directors in common with Small Foundation.

25. Post balance sheet events

There were no events subsequent to the reporting date which would require disclosure or amendment to the figures included in the financial statements.

26. Standby credit facility

There was a €2m revolving standby facility former in existence under which unsecured bridging advances may be drawn down by the Company from a former member of the board Mr. Tim Brosnan as needed. This facility expired on 6 September, 2023.

27. Approval of financial statements

The financial statements for the year ended 31 December 2024 were approved and authorised for issue by the Directors on 18/09/2025.