

Chair's statement

Driving transformation, delivering growth



It is our financial success that allows us to maintain and expand our mission and footprint.

I am pleased to report further substantial progress for ASA International Group plc in 2025. We now serve almost three million clients which, taken with their families and dependents, means we are making real strides in achieving our shared ambition: reducing poverty by providing socially responsible financial services to low-income female entrepreneurs across Asia and Africa.

At the same time, we are a proudly commercial business – it is our financial success that allows us to maintain and expand our mission and footprint. In 2025 we built decisively on the improved performance in 2024, with net profits almost doubling while maintaining high portfolio quality. We saw strong operational and financial performance across Africa as well as in Pakistan, and a commendably resilient outcome in Myanmar.

We are in all our efforts focused on building a Group for long-term success. A key element is our digital transformation strategy, and it is pleasing to note the significant progress made in 2025 in this regard. The successful migration of approximately 250,000 clients in Ghana to our new Core Banking System in October 2025 and approximately 313,000 clients in Tanzania in March 2026 reinforces our confidence in expanding these capabilities to all our other markets.

The Board passionately believes that the key to long-term success is world class leadership throughout the Group. Rob Keijsers was confirmed as our Group Chief Executive Officer on 1 April 2025 following his tenure as Interim CEO. We are impressed by Rob's vision and delivery, including renewed focus on operational discipline and growth, and his wholesale rejuvenation of the senior management team in the Executive Committee and in the country management teams.

From a Board perspective, I was reappointed Non-Executive Chairperson of the Group on 5 June 2025 following the resignation of Chris Low. We also welcomed John Khabbaz as an Independent Non-Executive Director in April 2025 and Mark Schwartz as a shareholder nominated Non-Executive Director in December 2025. At the 2025 AGM, Salehuddin Ahmed retired from the Board after many years of loyal service. We will be forever grateful for his dedication and committed service to the Board and ASA International as a whole since being appointed in 2020.

As ever, our commitment to ESG ('Environmental, Social, and Governance') principles is not a peripheral activity; it is the absolute core of our business model. In 2025, we further advanced our climate and inclusion priorities, reinforced client protection standards, and enhanced how we measure and integrate social and environmental impact.

Lastly, on behalf of the Board, I would like to express my sincere gratitude to our 15,000+ employees. Their dedication, often in challenging environments, is the engine of ASA International. We continue to invest in our people through training and leadership development, ensuring that our culture of integrity and client-centricity remains robust. Special thanks are also due to all our other stakeholders – our clients, of course, and also our lenders and shareholders whose support is essential to achieving our purpose.

Guy Dawson
Chairman, ASA International Group plc
14 April 2026