



# COOi Studios

Integrated Report  
for the year ended 28 February 2026

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# ABOUT COO*i* STUDIOS

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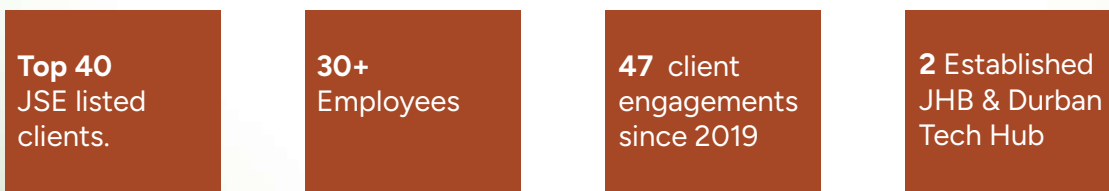
# About COOi Studios

Established in May 2019, COOi Studios is a Level 1 B-BBEE, 100% Black Female-owned innovation advisory firm. We bridge the gap between complex enterprise challenges and agile, future-ready solutions. By combining data-driven strategy with human-centered design, we help large enterprises de-risk operations, unlock radical transparency, and build sustainable competitive advantages.

## Capabilities

Digital Sustainability, Human-Centred Design, Data and Technology

## Key Insights



## Impact

Our vision and capabilities are proven by the real-world value we deliver across our core sectors:

**Financial Services:** We deploy cloud-native GenAI classification engines, unify cross-platform data lakes for anomaly alerting, and build low-code automation audited to ISO 9241 standards.

**Telecommunications:** We accelerate transformation by launching connected intelligence IoT labs, engineering conversational AI tools, and driving innovation ecosystems to deliver investment-ready MVPs.

**Resources:** We de-risk industrial environments using intrinsically safe IoT/RFID asset tracking with virtual geofencing while standardising enterprise-wide Figma design systems.



# GOVERNANCE

02



# Governance

## Leadership Structure & Governance Framework

COOi remains exposed to poor governance structures due to the absence of a board, and single directorship. The organisation looks to address this gap in the coming three years, sound policy, and adherence to the Prevention and Combating of Corrupt Activities Act (PRECCA), Companies Act, the Financial Intelligence Centre Act (FICA), and comprehensive anti-fraud protocols.

Ethical Leadership remains the cornerstone to our operations. Internally strong policy frameworks, totalling thirty-six policies have been developed and are taught to employees at our annual policy training session.

## Risk & Opportunity Management

Annual risk assessment is conducted, through half yearly reviews, we adjust our opportunity pursuits. In quarter three we placed an embargo on costs and expenses, implemented spend freezes across all divisions, informed by poor fiscal performance, which impacted our revenue projections.

## Stakeholder Engagement and Governance

We remain inclusive of our primary stakeholders, engaging clients through annual Capital & Impact announcements and yearly engagement surveys with employees, suppliers, and customers, in line with King IV's emphasis on stakeholder inclusivity, transparency, and meaningful reporting.

Suppliers rated COOi highly with strong recommendation rates, while highlighting communication consistency and clarity of the point of contact as key improvement areas. Clients rated COOi well on industry knowledge, innovation and technology, reflecting a strong, innovation driven partner for transformational leadership and design thinking. Employees describe a positive, engaging culture marked by strong team dynamics that foster pride and sustained motivation, reinforcing our commitment to promoting an ethical culture and sound governance under King IV.



# BUSINESS MODEL



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# Business Model

## How We Create Value For Our Clients

Using collaborative, agile sprints, COOi Studios transforms complex corporate challenges into clear strategic roadmaps, high-fidelity prototypes, and robust production-ready technical solutions. We integrate Human-Centered Design with deep data, automation, and emerging technology capabilities to uncover clear business solutions across five core pillars:



**Human-Centred Design & Sprints:** Delivering product and service designs rooted in deep customer insights, utilising agile, participatory design sprints to turn ideas into testable concepts, and cultivating ideas from insight to prototype.



**Low-Code Automation & Governance:** Developing centralised, automated systems using Microsoft Power Platform and Dataverse to streamline complex workflows, eliminate enterprise intake bottlenecks, and establish high-visibility data governance.



**Data Integration & Analytics:** Engineering robust data visualisation ecosystems, dual-facing Power BI dashboards, and Azure Data Lake integrations to reconcile fragmented data across disparate enterprise layers for real-time anomaly alerting.



**Digital Platforms & Ecosystem Sourcing:** Architecting cloud-native enterprise platforms, secure solution architectures, and API integrations (e.g. MuleSoft and SAP) to automate large-scale crowdsourcing, supplier vetting, and request-to-award workflows.



**Industrial IoT & Predictive Modeling:** Deploying intrinsically safe RFID tracking networks, virtual geofencing, and IoT Hubs for real-time machinery visibility, while building advanced predictive analytics models to transition operations from reactive reporting to proactive safety and risk management.

## Key Capital Inputs

- **Human Capital:** A multidisciplinary team across three core capabilities mentioned above, supported by a strong support activities i.e. Firm Infrastructure, People and Culture.
- **Intellectual Capital:** Proprietary design systems, diagnostic frameworks, and next-gen engineering capabilities in agentic AI and edge computing.
- **Social & Relationship Capital:** Institutional trust within tier-one accounts, with 70–75% of leads generated through referrals and repeat business.

## From Inputs to Outputs

Our business' competitive advantage hinges on our agility in how we deliver solutions. The characteristics of most of our projects, ambiguity, advanced technology application is the solution and cross cutting within the organisation. Often we scope for work with specific capabilities and often find within the solutioning phase, our initial scope is not sufficient or feasible to solve for the client's business problem, we then look to alternative capabilities e.g. for a technology project, apply digital sustainability.

The nature of our service lines requires us to be at the cusp of emerging technologies, we invest 1.4% of our financial capital into learning and development for our people ensuring we remain equipped to execute high-complexity projects that bridge.

## Value Outputs & Outcomes

Value outputs and outcomes illustrate how our delivery capabilities are converted into tangible business value. It reflects the connection between delivery and value creation, demonstrating how we support clients in achieving operational improvements and advancing their strategic objectives.

**Technical Outputs:** High-fidelity prototypes, automated monitoring systems, and data visualisation.

**Strategic Outcomes:** Measurable operational improvements, such as the reduction of Mean Time to Resolution (MTTR) for banking incidents and internal modernisation of application diagnostics for resource firms.

# RISKS AND OPPORTUNITIES

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## External Environment (PESTLE Analysis)

COOi Studios primarily operates within the South African economic landscape, which has been characterised by weak but positive growth in early calendar year 2026. In our external environment analysis guided by Political, Economic, Sociological, Technological, Legal, and Environmental (PESTLE) we interpret how these drivers impact our business.



**Political and Economic:** Through Operation Vulindlela Phase II, the state has formally shifted the implementation burden of national infrastructure (rail, energy, and digital ID) to the private sector. This, combined with a 3.5% anchored inflation rate, has unlocked corporate cash reserves, shifting the market from cost-cutting to yield-driven investment.



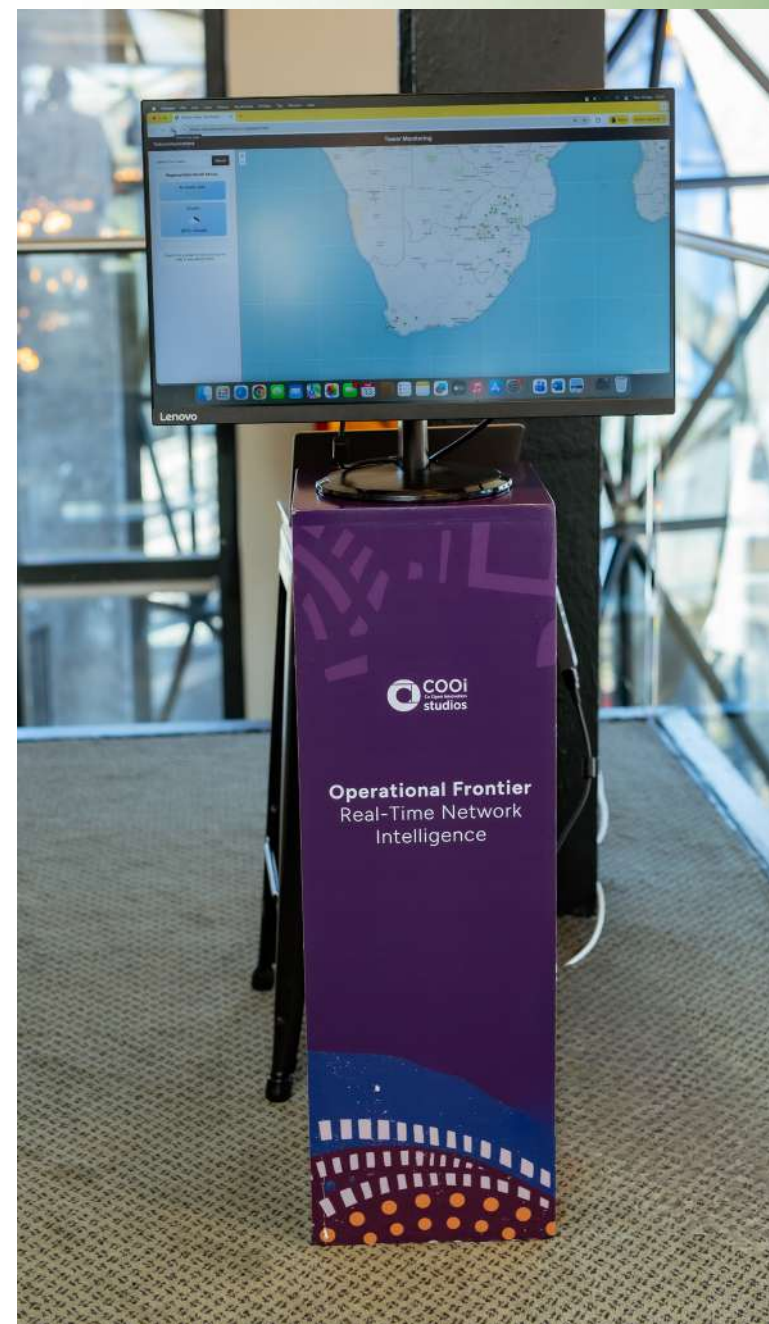
**Technological:** The year 2026 signals a transition from generative tools to agentic AI systems that autonomously execute multi-step workflows. This requires a shift in our architecture toward data fabrics and active metadata to bridge the legacy technical debt of our enterprise clients.



**Social & Legal:** As AI agents take on more autonomy, social license and algorithmic accountability have become the new legal frontiers. Clients face proactive Protection of Personal Information Act (POPIA) audits and stricter Security Service Edge (SSE) Patent reforms, requiring our solutions to be audit-ready and human-centric by design.











**Environmental (The Green Deadline):** With Carbon Tax set at R308/tonne and the Climate Change Act now in force, environmental, social and governance (ESG) considerations have a direct and material impact on our financial performance.



# Risks and Opportunities

COOi Studios integrates risk management and compliance into its strategic and operational processes to navigate an increasingly complex environment. Its structured approach ensures that both risks and opportunities are considered in decision-making, strengthening resilience and accountability. This supports sustainable growth within a balanced and clearly defined risk appetite. In evaluating our FY26, we have documented the below risks as material.

## Material Risk Register

	Key Risk Area	Likelihood	Impact	Mitigation Focus
01	<b>Financial / Strategic</b> Client concentration & revenue dependency	 HIGH	 HIGH	Diversify clients and strengthen pipeline conversion.
02	<b>Financial</b> Project-based revenue & cash flow variability	 HIGH	 HIGH	Milestone-based payments enforce change control, update proposals, and include overheads in pricing. Improve effort estimation, strengthen the end-to-end project lifecycle, enhance resource visibility, and reinforce Scrum cadence and governance for change requests.
03	<b>Financial</b> Low reserves & cost pressure	 MEDIUM	 MEDIUM	Build reserves, optimise cost structure, and align spend to benchmarked ratios through ongoing expense analysis.
04	<b>Strategic</b> Market competition	 MEDIUM	 MEDIUM	Expand offerings through emerging capabilities (change management, AI governance, agentic AI, cybersecurity, and quality engineering).



### Likelihood











The chance of a risk occurring.



### Impact

The potential effect should the risk materialise

Material Risk Register (continued)

	Key Risk Area	Likelihood	Impact	Mitigation Focus
05	<b>Operational</b> Capacity constraints & skills retention	 HIGH	 MEDIUM	Implement capacity monitoring to ensure balanced resource utilisation and improve workforce planning and retention.
06	<b>Operational</b> Fragmented systems	 MEDIUM	 MEDIUM	Enhance system integration and reporting, through the implementation of an enterprise resource planning system.
07	<b>Compliance</b> Regulatory (Tax, B-BBEE)	 MEDIUM	 HIGH	Strengthen tax management, including tax planning. Learn of new B-BBEE regulations related to Exempted Micro Enterprise to Qualifying Small Enterprise measures and apply them to operations.
08	<b>Strategic/ Compliance</b> AI regulation & governance (e.g. POPIA Cybersecurity, data privacy & fraud risk)	 MEDIUM	 MEDIUM	Monitor developments and implement AI governance. Enabled by newly appointed Risk & Compliance Lead. Strengthen controls, audits, and security oversight.
09	<b>Data Governance</b> Policies, regular training, response plan	 MEDIUM	 HIGH	Enabled by newly appointed Risk & Compliance Lead.

	<b>Likelihood</b>		<b>Impact</b>
The chance of a risk occurring.		The potential effect should the risk materialise	

## Material Opportunities Register

Our material opportunities register outlines key areas with the greatest potential to drive growth and competitive advantage. It informs strategic decisions across capability development, market expansion, and service diversification, aligning our investments with evolving client needs.

### Geographical Market Development

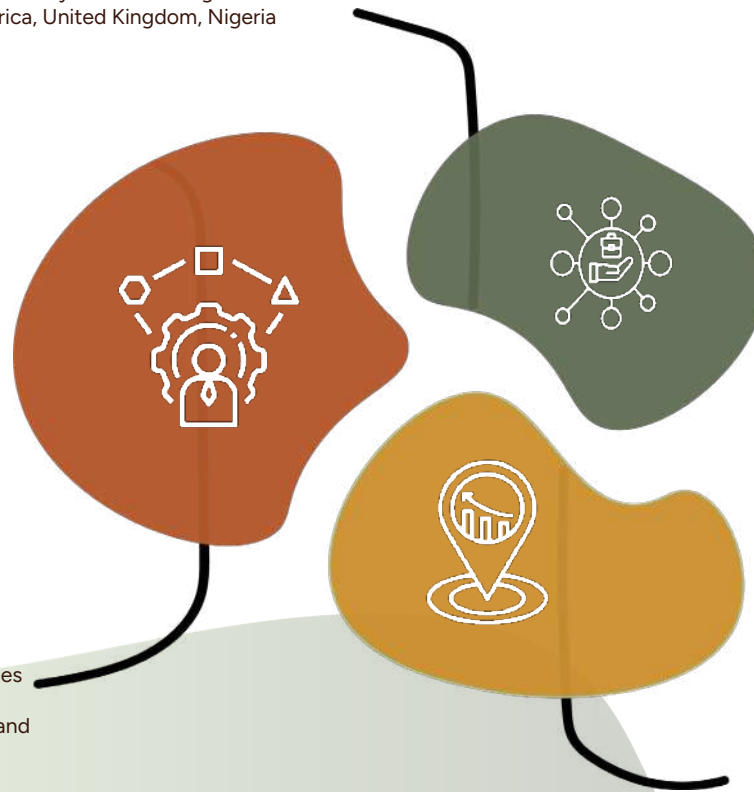
Expanding geographical footprint, leveraging our client base who are primarily global clients with operations in key economies e.g. United States of America, United Kingdom, Nigeria and Kenya.

### New Capability Development

Expand offerings through new capabilities development; Change management, AI governance, agentic AI, Cybersecurity, and Quality engineering.

### Diversification of Services

In response to client demand of resource augmentation, we have established a new business line of providing our existing and clients and new with design, technology and data resources.





**PERFORMANCE**

**05**

# Financial Performance

## Revenue Growth

**2025: 167% | 2026: 54%**

Revenue growth for FY26 was 53.9% compared to 167% in FY25, reflecting a transition from exceptionally high growth to more sustainable expansion. Despite the moderation in growth, the organisation achieved approximately three-quarters (75.16%) of its annual revenue target during the financial year, supported by high-value engagements and increased activity within existing client accounts. The remaining gap against the target was primarily driven by conversion inefficiencies within the sales pipeline, extended project delivery timelines, and deferred revenue recognition associated with milestone-based invoicing structures.

## Gross Margin

**2025: 97% | 2026: 71%**

FY26 marked the first year of implementing a formal cost of sales model, and as such, no direct historical comparison is available. The implementation significantly improved cost visibility and operational reporting by enabling the organisation to better distinguish between direct project-related costs and operating expenditure. Management intends to further refine the model in FY27 to ensure that all project-related expenses are accurately classified under cost of sales, strengthening pricing accuracy, project profitability analysis, and overall financial reporting transparency.

## Operating Expenditure Ratio (Opex Ratio)

**2025: 73% | 2026: 30%**

The company significantly improved cost discipline during FY26, with the operating expenditure ratio reducing from 73% in FY25 to 30% in FY26. This improvement reflects the company's focus on operational efficiency, cost optimisation initiatives, and more disciplined allocation of resources across the business. The reduction in operating costs relative to revenue contributed positively to overall profitability and financial sustainability.



### Net Profit Margin

**2025: 19% | 2026: 31%**

Net profit margin increased from 19% in FY25 to 31% in FY26, reflecting stronger profitability and improved operational performance across the business. The increase was driven by improved cost control, stable gross margins, and better operational efficiencies. The company's profitability remains above industry benchmarks and demonstrates management's ability to convert revenue growth into sustainable earnings.

### Liquidity

**2025: 3.9 | 2026: 0.4**

Liquidity declined from 3.9 in FY25 to 0.4 in FY26, primarily due to working capital pressures associated with investment into operations and timing differences in receivables collections. Although liquidity remains an area of focus, the company continues to actively monitor cash flow requirements and implement strategies aimed at strengthening short-term cash management and improving collection cycles.

### Solvency

**2025: 78% | 2026: 69%**

The company maintained a stable solvency position during FY26, with solvency levels decreasing from 78% to 69%. Despite the decline, the business continues to demonstrate long-term financial stability supported by a strong asset base and sustainable equity position. The company remains focused on preserving a healthy balance sheet while supporting future growth and operational investment.

### Cash Conversion Ratio

**2025: 40% | 2026 : 97%**

The cash conversion ratio improved significantly from 40% in FY25 to 97% in FY26, indicating stronger conversion of accounting profits into operational cash flows. The improvement reflects enhanced billing processes, improved collections management, and stronger working capital controls. The company's ability to generate cash from operations positions the business well to support future growth initiatives and operational requirements.

### Cost Visibility and Operational Efficiency

During FY26, the company strengthened operational reporting and financial visibility through the implementation of improved cost of sales tracking and enhanced cost monitoring processes. This marks the first year in which the business achieved detailed visibility into direct delivery costs, enabling more accurate performance measurement, improved pricing decisions, and stronger operational oversight. These improvements provide management with enhanced decision-making capability and support long-term operational efficiency.

### Risk and Outlook

Looking ahead, management's key priorities include improving revenue conversion rates, reducing client concentration risk, strengthening liquidity management, and continuing to optimise operational costs. The company remains focused on maintaining sustainable profitability, improving cash flow resilience, and supporting long-term strategic growth while continuing to deliver high-quality services to clients.

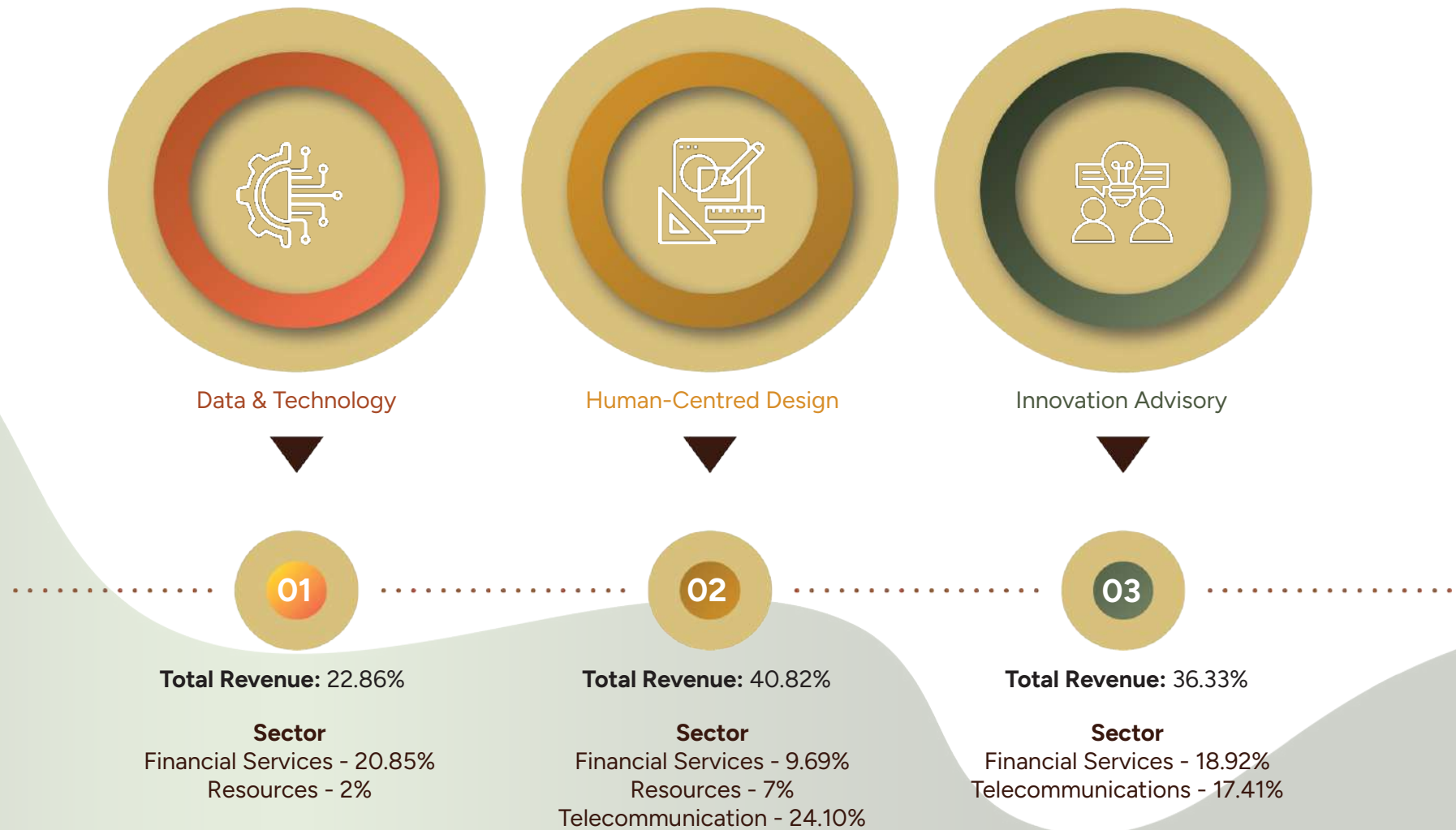
In line with King IV principles on sustainable value creation, the organisation continues to prioritise improvements in conversion efficiency, delivery execution, and revenue timing. Importantly, a portion of secured work remains in delivery and is expected to convert into revenue in subsequent periods, supporting revenue continuity and long-term financial sustainability.

In addition, FY26 marked a key milestone in financial maturity, with improved visibility into cost of sales as the business began actively defining and tracking delivery-related costs as part of its strategic focus. The introduction of benchmarking analysis further strengthens this trajectory, with most expense categories tracking within or below industry benchmarks. Where spend is below benchmark, the organisation intends to make targeted investments to enhance capability, support growth, and remain competitive across all key areas, while continuing to optimise overall cost efficiency and margin sustainability.



# Capability & Sector Performance

This diagram shows how total revenue is distributed across three capabilities and the sectors they serve. It highlights the relative contribution of Financial Services, Resources, and Telecommunications to each capability, making it easier to see where revenue concentration is strongest and which sector-capability combinations drive the largest share of overall income.



# Human Capital Performance

People & Culture function plays a critical role in supporting COO's strategic objectives by ensuring that the organisation attracts, develops, and retains high-performing talent. Over the past financial year, particular emphasis was placed on strengthening talent retention while continuing to grow organisational capability. The function focused on enhancing employee wellbeing, investing in learning and development, and building effective people management practices. Key initiatives included improvements to recruitment and performance management processes, leadership development programmes, and employee engagement initiatives. Through these efforts, COO continues to foster a collaborative, supportive, and high-performing workplace that enables sustainable organisational growth.

## Workforce Growth, Stability and Capability Overview

Effective talent management remained a key focus for COO during FY26, supporting the organisation's ability to attract, develop, and retain a capable and engaged workforce. The organisation achieved strong headcount growth of approximately 64% over the financial year, supported by investments in recruitment, onboarding, and development initiatives. Employee engagement remained high, with an 87% positive response rate, contributing to sustained productivity levels.

However, workforce stability presented a challenge, with an annual turnover rate of 58%, indicating retention as a key priority. Training investment was allocated across capability areas, with approximately 66% directed towards technical training, 23% towards leadership development, and 11% towards other learning initiatives. These efforts supported capability building while highlighting opportunities to strengthen workforce stability.

## Head count

COO's workforce grew steadily during the financial year, reflecting strong organisational expansion. The team increased by approximately 64% over the period, supported by a hiring rate of roughly 171% of the starting workforce and an exit rate of approximately 71%, indicating both growth and natural workforce movement. The organisation also experienced a shift in gender composition, moving from approximately 86% female and 14% male in March to a more balanced workforce by February, with male representation increasing significantly to approximately 48%. This shift reflects evolving hiring needs across capabilities and project requirements. Continued focus on balanced workforce planning will support both diversity and operational effectiveness.

## Turnover

During the financial year, COOi recorded an employee turnover rate of 58% and a retention rate of 42% (excluding interns), highlighting workforce stability as a key focus area. In response to prior retention challenges, the organisation implemented a more structured and enhanced recruitment process to improve quality of hire and long-term fit. This approach introduced a multi-layered assessment methodology, including psychometric, technical, and behavioural evaluations to ensure alignment across capability, culture, and role suitability. In parallel, the Professional-in-Training (PIT) model was implemented, enabling short-term structured placements prior to permanent appointment to assess performance, fit, and adaptability.

Since implementation, the Professional-In-Training model has achieved a conversion rate of approximately 58%, strengthening hiring decisions and reducing early-stage hiring risk. Insights gained are being used to refine recruitment and onboarding practices, with the aim of improving retention and building a more stable, high-performing workforce.

## Productivity

Employee productivity at COOi is measured through performance reviews and the achievement of individual and team objectives. During the year, productivity indicators remained strong, with 85% of employees meeting or exceeding performance expectations in both April and September. These results reflect consistent performance levels across the organisation and demonstrate the effectiveness of structured performance management practices. Continued refinement of the performance management process, including the introduction of real-time feedback and enhanced goal tracking, will further support employee productivity and organisational effectiveness. Measured by performance review, 85% of employees met or exceeded expectations in April and September.

## Training & Development

COOi continued to prioritise employee development through structured learning initiatives during the financial year, including Skill-Up Wednesdays and Friday training sessions, which collectively contributed approximately 133 hours of learning across the organisation. Alongside an estimated average of about 6 hours of training per employee. These initiatives focused on strengthening technical capability, leadership development, and cross-functional knowledge sharing, reinforcing a culture of continuous learning and supporting improved organisational performance and adaptability.



## Compensation & Development

During the financial year, COOi strengthened its total rewards offering, with the average salary increasing by approximately 10% to support market competitiveness. Performance-based bonuses improved by between 2.5% and 5% across all levels, reinforcing a pay-for-performance approach. Employee benefits were further enhanced through the introduction of mental health and physical wellness initiatives, representing a 100% increase from the prior year. Medical aid contributions increased due to both an approximate per-person premium increase and higher employee enrolment, while funeral cover saw a modest per-person increase. Retirement annuity contributions remained stable year on year, reflecting consistency in long-term savings support.

## Workplace Health & Safety

Regulatory compliance in workplace health and safety remains essential to protecting employee wellbeing and ensuring that organisational practices align with applicable labour and safety legislation. The organisation maintains policies and procedures designed to support a safe and healthy working environment, including clear reporting channels for incidents and potential risks. A designated Safety, Health and Environment (SHE) representative has been appointed to support the monitoring of workplace safety practices and ensure that potential hazards are identified and addressed. Regular reviews of workplace practices help ensure continued compliance and promote a proactive culture of safety and accountability.



# Stakeholder Engagement

**Clients** view COOi as a trusted innovation driven partner for transformational leadership, design thinking and future proofing, with average scores of 3.25 out of 5 for industry knowledge and 3.67 out of 5 for innovation and technology. They value our ability to translate complex challenges into measurable business outcomes and consistently rate us as highly likely to be recommended. Developmental areas include deepening sector specific expertise, particularly in Corporate and Investment Banking, becoming more proactive in anticipating market shifts and strengthening outcome linked governance and commercial discipline in client engagements.

**Suppliers** rate COOi highly, with total scores between 24 and 30 and overall experience ratings of 4 to 5, along with a strong willingness to recommend. They recognise our reliability, professionalism and consistent delivery across complex projects. Developmental areas centre on communication consistency, clearer identification of the primary point of contact and more predictable payment terms and timelines. Strengthening onboarding, feedback loops and formal supplier governance will further anchor COOi as a preferred and trusted partner.

**Employees** describe a positive engaging workplace culture, characterised by strong team dynamics, meaningful and varied work, and rich learning and growth opportunities, supported by valued flexibility including a 4 day week and hybrid working. They report high motivation and pride in their contributions, reinforcing COOi's position as an employer of choice. Developmental areas include embedding more structured career pathing, enhancing internal mobility and formalising performance feedback and recognition mechanisms to sustain engagement as the business scales.



# OUTLOOK



# Outlook

## Strategic Growth Pillars

Growth pillars translate strategy into clear priorities that drive sustainable performance and competitive advantage. Our pillars focus on market intelligence, financial engineering, human capital, and operational excellence, enabling expansion, efficiency, and long-term value creation.



### **Pillar 1: Market Intelligence & Emerging Capabilities**

This pillar strengthens our ability to anticipate market shifts and deliver high-value, insight-led solutions. Growth is driven through targeted market penetration, new client acquisition, and global expansion, supported by scalable resource models and continued investment in emerging capabilities such as agentic AI, ESG, and Cyber AI.



### **Pillar 2: Financial Engineering**

This pillar focuses on enhancing financial discipline and unlocking value through strategic financial management. Key priorities include optimising tax outcomes, strengthening expense control through benchmarking, and improving cash flow through efficient collections and invoicing, ensuring liquidity, profitability, and long-term financial resilience.



### **Pillar 3: Human Capital & Retention**

This pillar centres on building a high-performing, future-ready workforce. We are driving balanced utilisation, strengthening succession pipelines, and developing a flexible SME talent base aligned to emerging capabilities, while implementing targeted wellness initiatives to enhance employee engagement, retention, and organisational culture.



### **Pillar 4: Operational Excellence**

This pillar focuses on establishing a robust, scalable, and compliant operating model. Key initiatives include enhancing forecasting accuracy, strengthening governance through PESTLE assessments, advancing brand separation, and improving supplier and compliance frameworks to ensure operational efficiency, accountability, and audit readiness.

## Future Commercial Positioning

COOi is shifting towards higher-complexity technical execution. We anticipate growth in engineering agentic AI solutions and automated performance ecosystems as clients move beyond strategy into implementation.

## Strategic Pillars: Market Penetration

We leverage successful delivery in one of the client's business units to penetrate other business units within the same client environment. This strategy effectively mitigates client concentration risk by diversifying revenue streams within trusted partnerships.

## Key Observations

- **Strategic Prospecting:** We are successfully penetrating high-impact roles within the Resources sector, specifically targeting SHE (Safety, Health, and Environment) and Technical Project executives. This indicates a market shift where digital innovation is no longer siloed in IT but is being pulled into core operational and safety functions to drive efficiency and compliance.
- **Technical Maturity of Won Projects:** Analysis of the 15 won projects reveals an increasing appetite for high-complexity technical execution over pure strategy. While the Idea-to-Concept phase remains our primary entry point, the conversion to Python-based AI, IoT-driven Digital Twins, and custom App Development (Swift/Android) has accelerated. This indicates that clients are increasingly trusting COOi not only to design the vision but also to engineer the final high-fidelity solution.
- **The Referral Effect in Middle-Funnel Growth:** The density of the middle funnel, specifically the 22 active engagements, is largely driven by deepening existing relationships within our existing client base. The Referral Effect is evident: successful deliveries in one business unit open doors for others. This validates our market penetrating lever, demonstrating that consistent delivery is most effective for lead-generation.
- **Sector Deepening:** While expanding into new clients, we are simultaneously deepening our presence within existing accounts. This market penetration approach allows us to cross pollinate learnings from other projects and deliver better value for our clients.



COOi TECHNOLOGY

07

# COOi Technology

## Introducing COOi Technology

COOi Technology is a high-velocity, dual-sided marketplace dedicated to bridging the digital transformation gap by providing specialised human capital and enterprise software licensing to support organisational operations. It specialises in the rapid deployment of technologies and talent, guided by the foundational values of Integrity, Agility, Excellence, Collaborative Synergy, and Value-Centricity.

### COOi Tech operates through two main Capabilities:



**Asset Capability (Software Licensing & IP Commercialisation):** Direct provider of enterprise-grade software licenses and a commercialisation platform for proprietary technology and African-led intellectual property.



**Capital Capability (Technical & Design Resourcing):** A strategic resourcing partner providing an elastic workforce of pre-qualified technical, design, and strategy specialists on a contractual basis to bridge skill shortages.

### Strategic Focus

- **Mission:** To provide the infrastructure, licensing, and expert talent required to solve complex enterprise challenges and drive the commercialisation of technical innovation.
- **Vision:** To be the first-choice partner for elastic technical workforce enablement and a premier ecosystem for the distribution of African-led intellectual property.
- **Sectors Served:** Financial Services, Resources, and Telecommunications.

### Brand Purpose

COOi Tech exists to bridge the innovation gap. By providing both the proprietary tools (Licensing) and the specialised expertise (Resourcing), we ensure organisations can respond to technical requirements with speed and precision.

We empower our clients to not just use technology, but to own the outcomes and the talent that drives them.

# BASIS OF PREPARATION



08

## Basis of Preparation

This Integrated Report presents a holistic view of the organisation's financial and operational performance for the year ended 28 February 2026. The report has been prepared in line with the principles of integrated thinking and aims to provide stakeholders with a balanced, transparent, and forward-looking assessment of the organisation's ability to create and sustain value over time.

Financial information disclosed in this report has been derived from the organisation's underlying accounting records and management accounts, prepared in accordance with applicable financial reporting standards and consistent accounting policies. Where relevant, estimates and judgements have been applied in line with standard financial reporting practices.

Non-financial information, including operational, strategic, and risk-related disclosures, has been compiled from internal systems, governance structures, and management processes. This includes data relating to performance metrics, risk management, compliance, and sustainability initiatives.

The report incorporates benchmarking analysis against industry standards to assess cost structures, profitability, and operational efficiency. This benchmarking informs management's ongoing focus on cost optimisation, resource allocation, and long-term financial sustainability.

Unless otherwise stated, all financial figures are presented in South African Rand (ZAR) and exclude Value Added Tax (VAT). The reporting period covers the full financial year, with comparative information provided where relevant to support performance analysis.

The organisation applies a materiality principle in determining the content of this report, focusing on matters that substantively impact its ability to create value in the short, medium, and long term.