Kaizenvest

IMPACT REPORT

2024



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Introduction

1.1 About Kaizenvest

Founded in 2011, Kaizenvest is an emerging markets asset manager dedicated to advancing human capital through strategic investments in education, workforce development, and essential social infrastructure. Operating across Asia, Africa, and North America, we adapt our investment strategies to align with specific market needs with their deep-rooted social problems across countries, capital availability, and risk profiles.



1.2 Regional strategies

With the launch of Kaizen Private Equity ("KPE") in 2011, India's first education-focused private equity fund, Kaizenvest has since expanded its investment platforms to include private equity, blended finance, and venture studios. Across these platforms, we have selectively partnered with mission-aligned organizations such as Save the Children, USAID, Blue Planet, NCEE, and Octava Foundation, recognizing their pivotal role in driving meaningful change within these markets. These platforms are designed to accelerate businesses at the forefront of transforming human capital in an increasingly dynamic global landscape.

Our approach reflects a deep conviction that private capital can be a catalyst for meaningful, scalable change across markets worldwide. Below are key focus areas where we see a critical need for private capital to drive long-term impact.


SUSTAINABLE DEVELOPMENT GOALS
1 NO POVERTY
2 ZERO HUNGER
3 GOOD HEALTH AND WELL-BEING
4 QUALITY EDUCATION
5 GENDER EQUALITY
6 CLEAN WATER AND SANITATION
7 AFFORDABLE AND CLEAN ENERGY
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
10 REDUCED INEQUALITIES
11 SUSTAINABLE CITIES AND COMMUNITIES
12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION
14 LIFE BELOW WATER
15 LIFE ON LAND
16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS

Asia

With ~$150M deployed across two funds, Kaizenvest invests in early-growth companies leveraging technology to transform education and workforce development. Over time, we have evolved our investment thesis from a focus on education in India with KPE to a broader perspective on the Future of Learning and the Future of Work with Kaizen Private Equity II (KPE II – launched in 2017), which encompasses themes such as financial inclusion, upskilling/reskilling, climate education, student migration and niche skill building for young children and adults. We have embedded Sustainable Development Goals ("SDGs") into our investment framework, ensuring our private investments not only make a financial return but a meaningful one.

As we continue to grow, we recognize that the foundation of education extends beyond the sector itself, intersecting with critical components of human capital such as health, nutrition, gender equity and consumer sectors. This evolution underscores our belief that education, workforce readiness, and well-being are deeply interconnected in building sustainable, high-impact businesses. We are now raising Kaizen Private Equity III (KPE III) in Asia, with an expected first close in H12025, reaffirming our commitment to human capital as the cornerstone of economic and societal growth.

In addition to our private equity strategy, we have partnered with Octava Foundation to launch a venture studio focused on advancing education and workforce solutions.

> This initiative leverages blended finance, impact investing, and strategic partnerships to drive innovative, scalable solutions that address the evolving needs of human capital development.

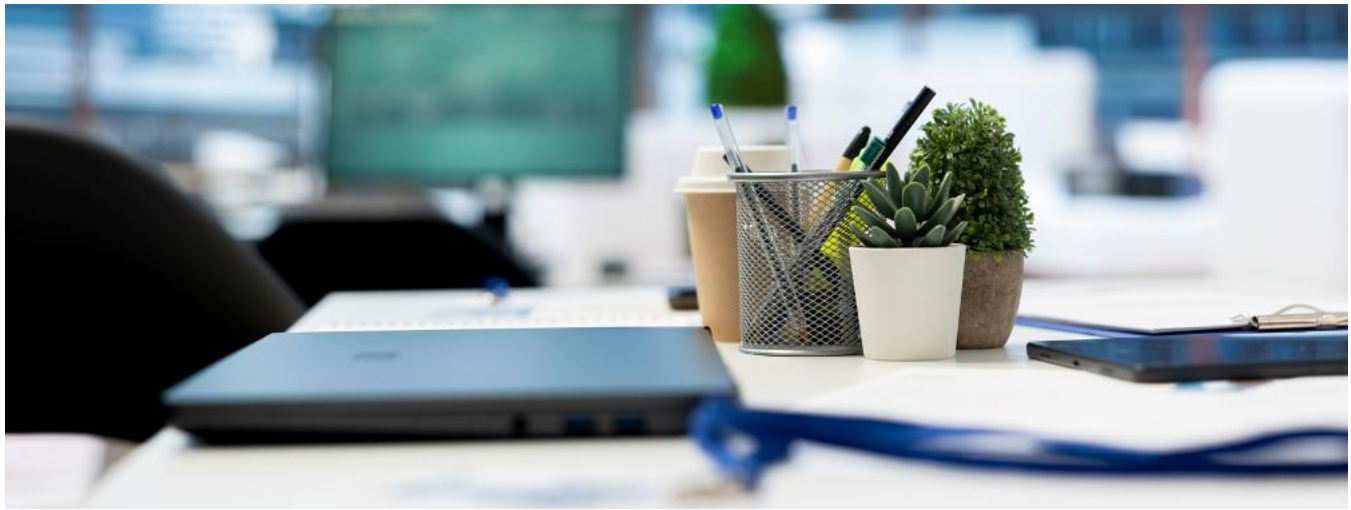


Africa

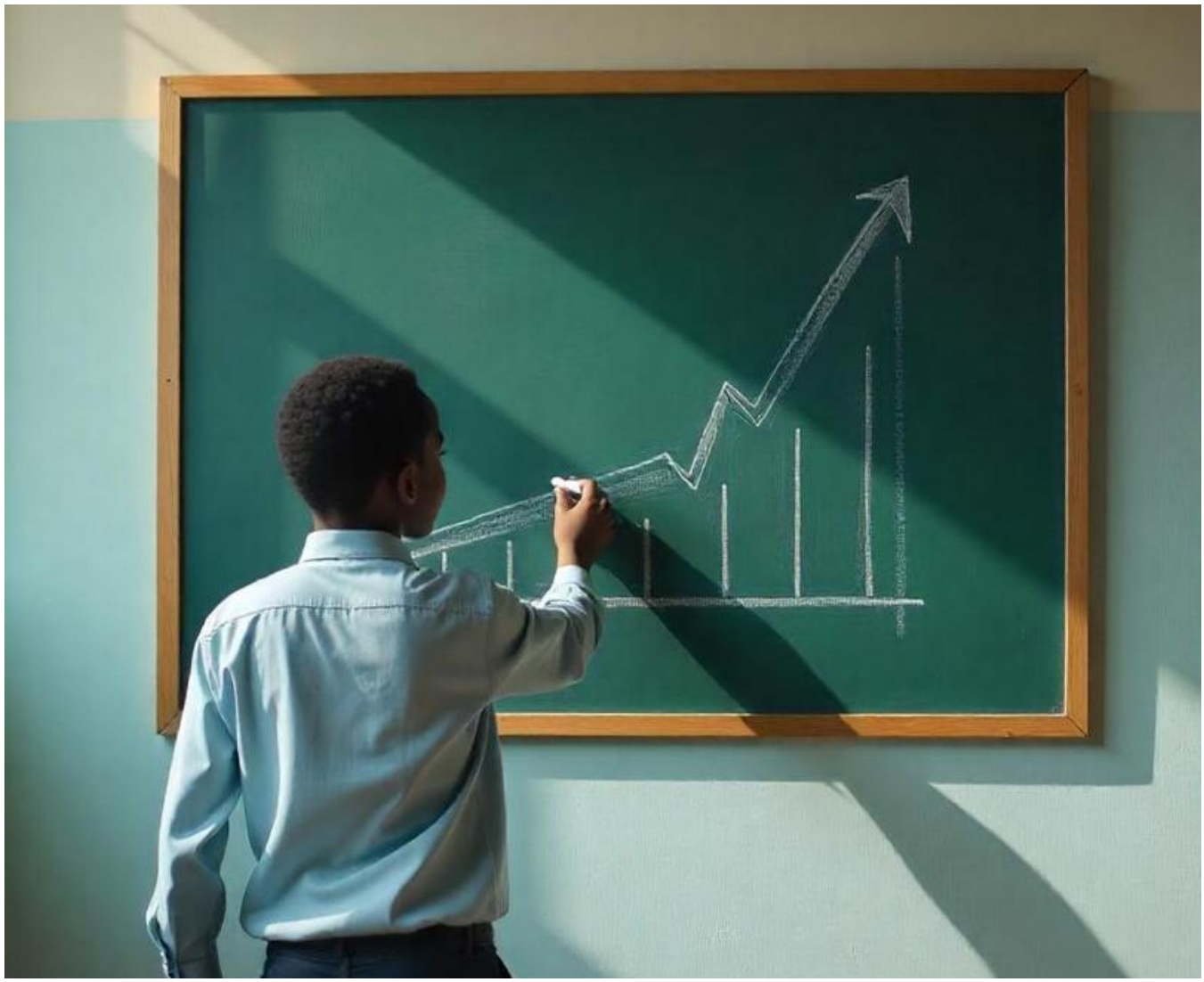


We are pioneering blended finance and private debt models in Sub-Saharan Africa to mobilize private capital for education, early childhood development, and workforce training. As the implementation partner for USAID's CATALYZE EduFinance program in South Africa and Rwanda, we deployed catalytic capital to encourage investment in affordable education and skills development. In collaboration with Save the Children Global Ventures, we are launching a debt fund in Sub-Saharan Africa by pioneering a child-lens investing framework, to support education, health, and climate resilience, promoting comprehensive child development.

North America



We have formed a venture studio in partnership with NCEE ("National Center on Education and the Economy") to assist EdTech startups in navigating the K12 B2B sector. This platform connects startups with key stakeholders, including school districts, education leaders, and investors, to facilitate product co-development and market validation through hackathons and demo days.



1.3 Core commitment to impact

Kaizenvest is dedicated to achieving measurable and sustainable impact by:

Establishing clear impact goals aligned with the SDGs

Prioritizing board-led engagement to advance sustainability initiatives

Systematically measuring and reporting outcomes to scale impact



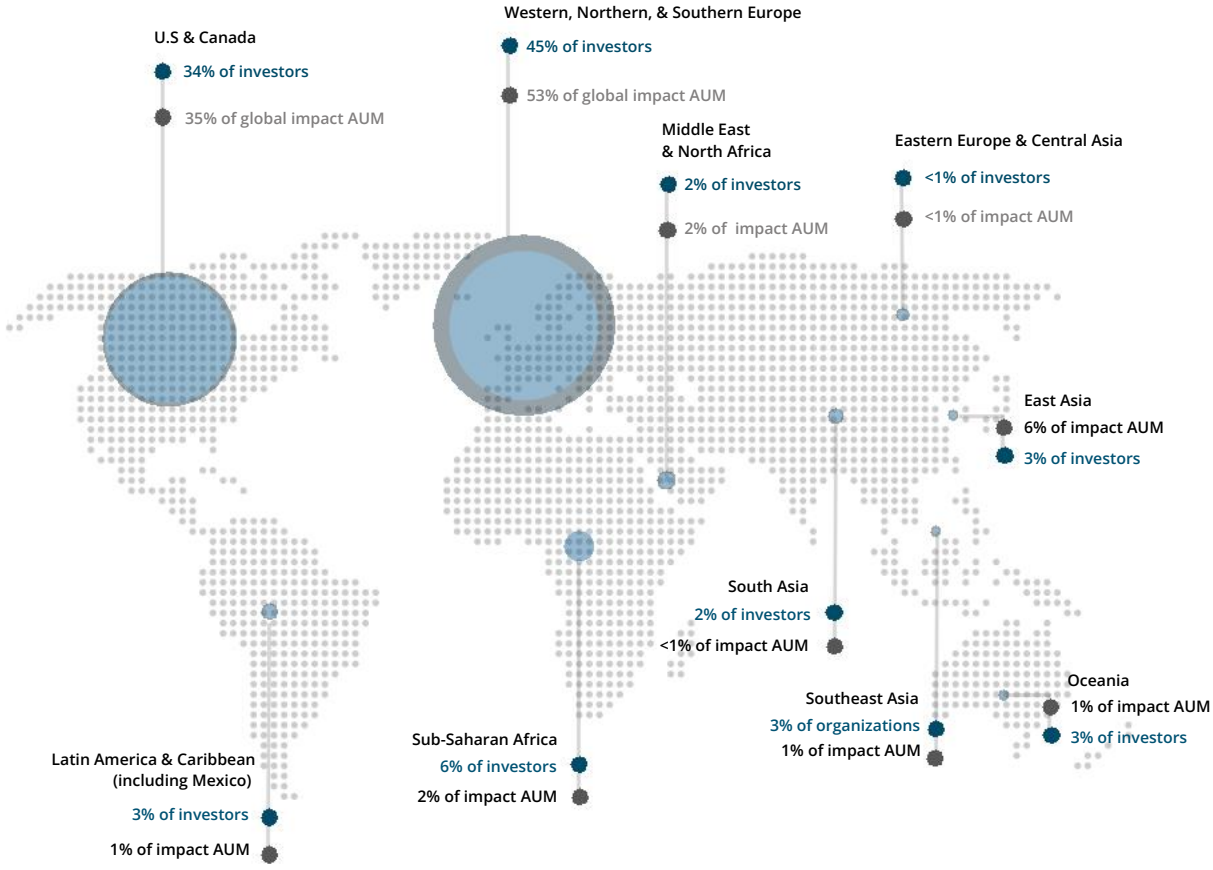
Message from the Team

As impact investing gains traction worldwide, we are focused on driving significant change in education, health, nutrition, shelter, and climate resilience. Human capital development is central to our mission, with education serving as a vital link to improved social and economic outcomes.

Growth of impact investing

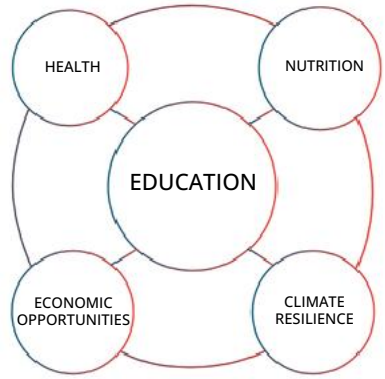
The impact investing market has reached $1.57 trillion in AUM in 2024, underscoring a growing global commitment to investing in people through education and related sectors, to foster more equitable societies. In Asia, this momentum is particularly strong: impact AUM allocated to South Asia grew by nearly 70% from $22.2 billion in 2019 to $37.5 billion in 2024, while Southeast Asia saw a more than 59% increase, from $8.7 billion to $13.9 billion over the same period. The number of investors in these regions has also risen substantially, reflecting greater interest in education, workforce development, and economic mobility. These trends are being accelerated by innovative financing models emerging across Asia and Africa that are expanding the frontier of inclusive growth.

Source: GIIN



Our integrated approach

Recognizing that human capital development extends beyond education, we integrate education with health, nutrition, economic opportunities, and climate resilience. Our Theory of Change ensures our investments enhance livelihood opportunities, promote gender inclusion, and support environmental sustainability, while improving access to quality education.



Key achievements

Through our two private equity funds, Kaizenvest has invested in 18 companies in Asia, achieving:

1. Expanded access to education for over 6.2M+ students, a significant portion of which are from lower socioeconomic backgrounds.

2. Facilitating job readiness and skill development for learners, bridging education to employment.

3. Strengthening 5,500 educational institutions by improving infrastructure, enhancing technology, and boosting learning outcomes through targeted financing.

4. Training for 160,000 educators to enhance learning outcomes.

5. Mobilization of over $820M+ for underserved schools and students.

Our portfolio companies, including PHINMA Education, Varthana, and Blue Planet, illustrate the role of education as a catalyst for broader human development. Kaizenvest aims to double its impact by 2030, reaching 12M students and investing in innovative solutions in education, workforce development, and social resilience. As AI and digital transformation evolve, we are dedicated to using technology to enhance learning while preserving the critical human element in education.

Call to action

We invite investors, policymakers, and partners to collaborate with us in building resilient, inclusive communities through education, innovation, and strategic investment. Join us in prioritizing human capital as the foundation for sustainable development. Thank you for your continued support.

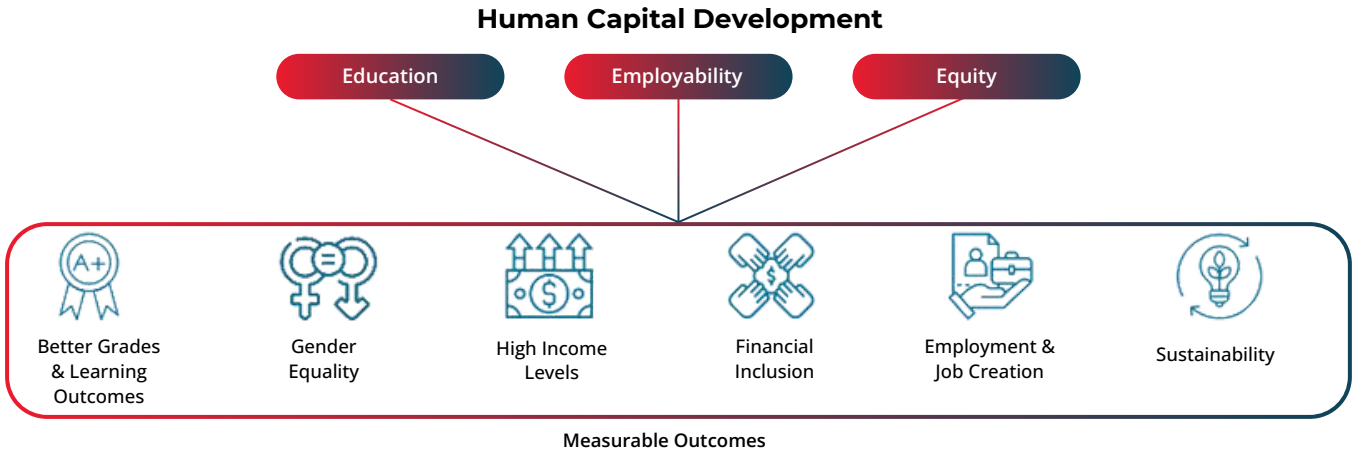


Portfolio Overview

3.1 Investing in human capital for scalable impact

> At Kaizenvest, we believe that human capital development is the key driver of economic growth, social equity, and technological progress.

Our investment thesis is built on three interconnected pillars:



These focus areas enable us to identify, support, and scale high-impact businesses that are transforming education, employment, and financial inclusion globally.

Human capital fuels global progress by fostering creativity, innovation, and inclusion in a tech driven world. However, many of the most pressing challenges, such as learning accessibility, skills mismatches, and workforce equity, remain beyond the public sector's reach. Through our investments, we aim to:

- Bridge inequalities stemming from gender, income, and socio-political barriers by making learning affordable and accessible.
- Support category leaders that are redefining education, workforce development, and financing in their respective regions.
- Leverage private capital to drive innovation and scalable impact in segments underserved by traditional funding.



3.2 Why we invest in education: The foundation of human capital development

At Kaizenvest, we see education as the cornerstone of human capital development, a catalyst that fuels economic growth, social mobility, and equitable opportunities. Education is not just about acquiring knowledge; it is the foundation for employability, financial inclusion, and social resilience. By equipping individuals with critical thinking, digital literacy, and specialized skills, education enables people to participate meaningfully in the workforce, contribute to innovation, and drive sustainable progress. However, access to quality, affordable education remains a persistent challenge in many emerging markets. Public systems often struggle to scale and innovate, leaving millions without the learning opportunities necessary to break the cycle of poverty, bridge gender disparities, and adapt to an evolving job market. That is why our investments focus on high impact education models, leveraging technology, blended finance, and scalable business models to create sustainable, inclusive learning ecosystems that fuel lifelong development and unlock new economic opportunities. By investing in education, we are not just building better schools, we are shaping the future of human capital and global progress.

Portfolio Overview

18
Companies

$150M+
Funds allocated



Key Themes

- K12 Core and Supplementary
- Higher Education and Career Advancement
- Specialised Education and Financing

Marquee Investments

- Early Childhood Development
- Climate Education
- Higher Education
- Upskilling
- Study Abroad
- STEM Tutoring
- Education Financing



Impact Summary and Highlights: Capturing Change

Over the past two years, Kaizenvest has continued its mission of driving meaningful impact in education and workforce development across emerging markets. With a steadfast commitment to sustainable human capital development, we have expanded our reach, deepened our engagement, and reinforced our investment thesis with measurable, scalable, and sustainable impact.

This chapter captures the transformative changes across our portfolio, highlighting the progress made in improving educational access, workforce readiness, gender inclusion, and financial enablement. Our investments have not only delivered strong financial returns but also significantly improved the lives of millions through affordable education, job creation, and skill development.

Kaizenvest Private Equity (SEA and South Asia) Impact Summary

120,000+
hours of training for teachers

~6.2M+
students served

~$70M
disbursed as loans to students for higher education/ study abroad

>$820M+
total capital mobilized for underserved students and schools

~5,400
schools impacted

~160,000
employees supported with a focus on equal opportunity and inclusive growth

4.1 Kaizenvest impact stories

Our investments in Asia have focused on expanding educational access, skilling the workforce, and strengthening financial inclusion in key markets like India, Vietnam, and the Philippines. In the next few pages are key select portfolio companies that we actively track, and create value aligned to SDG standards.



PHINMA EDUCATION

PHINMA Education empowers underserved communities by providing access to affordable, high-quality education that equips students with the skills and opportunities needed for academic success, meaningful employment, and lifelong resilience.

Key Operational Highlights

10 Colleges across SEA (9 in Philippines + 1 in Indonesia)

160k Enrolments as of FY24

3k+ Employees

Why we like PHINMA Education?

The rising costs of higher education, limited access to quality institutions, and systemic inequalities have created significant barriers to socioeconomic mobility for underserved communities across Southeast Asia. A large percentage of students from low-income families are unable to access affordable education that equips them with the skills needed for meaningful employment and upward mobility.

PHINMA Education plays a pivotal role in addressing these challenges by delivering affordable, high-quality education tailored to underserved communities. With a focus on employability and academic excellence, PHINMA ensures that students are not only equipped to succeed academically but are also prepared to enter the workforce with confidence.

As a mission-driven investment firm, Kaizenvest recognizes the transformative potential of education to break cycles of poverty and foster sustainable socioeconomic growth. By investing in PHINMA Education, we aim to create lasting impact by expanding access to quality education, building a skilled workforce, and empowering students to achieve higher socioeconomic status.

Impact Snapshot (since inception)

91k
of total enrolments (1st sem) are low-income

86%
national exam success rate for PEHI student's vs 71% national average

76%
Student employment rate

43%
seen improvements in socioeconomic status

13 out of **15**
campus have solar panels installed

3k+
employees are given salary standardization and competitive benefits

Improving social mobility for the underserved

Based on a survey, PHINMA colleges have improved the overall **socioeconomic status of students with 77%** moving to the next quintile of social economic mobility.

Proven employment outcomes with strong hiring partners

73% of PHINMA students get employed after 1-year of graduation.

Hiring Partners

MEGAWORLD · THE MEDICAL CITY · Del Monte · Grab and many more...

Kaizenvest Value-Add: Kaizenvest has played a key role in enhancing PHINMA Education's resilience and scalability. By enabling digital payments and student loans through Erudifi, we improved financial accessibility and strengthened revenue collection. During COVID-19, Kaizenvest supported the implementation of blended Remote and Distance Learning, preventing revenue loss and ensuring uninterrupted education delivery. Additionally, we introduced an "at-risk" model leveraging data science to improve student retention in higher years, fostering long-term academic success. Our strategic partnership has empowered PHINMA Education to scale its impact while ensuring financial sustainability and operational excellence.

VARTHANA

Varthana expands financial inclusion in education by providing affordable loans to private schools and students, enabling improved learning infrastructure, access to quality education, and greater economic mobility for underserved communities.

Key Operational Highlights

$185M+
AUM as of Dec' 24

$480M
Total loans disbursed since inception

60%
States covered

10k+
Total # of loans disbursed - School

50k+
Total # of loans disbursed - Students

750+
Employees

Why we like Varthana?

In India, affordable private schools play a critical role in bridging education gaps, serving 50% of total school enrollments, yet they face limited access to capital for infrastructure development and operational needs. Varthana addresses this challenge head-on, empowering these schools through tailored financial solutions that enhance their ability to provide quality education to underserved communities.

With $480M in disbursements to date and a strong presence across 16 states, Varthana has become the largest lender to the affordable private school segment in India. Its impact extends beyond schools- student loans for tertiary, vocational, and upskilling education ensure that learners from lower-income backgrounds have a pathway to economic mobility.

Kaizenvest believes that financial inclusion is a key driver of educational equity. By investing in Varthana, we are not only strengthening the private education ecosystem but also empowering students and educators with the financial tools they need to succeed. Through innovative financing and a commitment to social impact, Varthana is creating a more inclusive, sustainable future for education in India.

Impact Snapshot (since inception)

10k+
Total # of schools impacted

5.5M+
Total # of students reached

20k+
# of loans to female students

160k+
# of teachers impacted

$350
Avg. household income of families impacted

Expanding educational access for underserved communities

Over **70%** of schools financed by Varthana cater to students from low-income communities, significantly **enhancing access to quality education** for underserved population across India.

Enhancing learning outcomes through Beyond Loans Initiative

Based on Varthana's Beyond Loans Initiative, **80%+** of partner schools have improved teaching quality, infrastructure, and student learning outcomes, ensuring **better education access** for underserved communities.

Kaizenvest Value-Add: Kaizenvest has been instrumental in enhancing Varthana's operational efficiency and expanding its impact. By leveraging technology-driven solutions, we have supported Varthana in optimizing loan disbursement, credit management, and CRM processes, ensuring faster, more reliable financing for schools and students. Additionally, we have helped Varthana grow its education product business, enabling schools to access innovative learning solutions that improve teaching quality and student outcomes. Through our strategic partnership, Varthana is scaling its reach, improving financial inclusion, and strengthening the education ecosystem in India.

Customer Testimonial

"I come from a humble family in Jodhpur, where dreams often take a backseat to daily survival. Watching my family struggle, I felt the weight of my aspirations to pursue a Diploma in Lab Technology after graduating from JNU. I couldn't let finances shatter my dream, so I turned to Varthana. Their support changed everything, helping me enroll at DPMI and focus on my studies. To support myself and gain real-world experience, I started working part-time in the lab. "

-Mohit Singh Sekhawat,
Institute of Professional Banking, Rajasthan

BLUE PLANET

Blue Planet Environmental Solutions is a leading waste management company in Asia, advancing sustainability through circular economy solutions. Its education arm, Blue Planet Skills Pvt. Ltd., runs the Blue Nudge Programme, promoting environmental awareness in schools through training, digital modules, and waste collection drives.

Key Operational Highlights

Manages waste of **30%** of Singapore's population

170+ Projects

15+ Countries

2500+ Employees

Why we like Blue Planet?

Blue Planet is driving large-scale environmental impact through technology-driven circular economy solutions, tackling waste management and sustainability challenges across Asia. With 13M+ tonnes of waste processed and 7.7M+ tonnes of Carbon emissions reduced, it is transforming waste into value while contributing to 12 UN Sustainable Development Goals. Its integrated approach spanning waste processing, recycling, and upcycling, creates both environmental and economic impact at scale.

With a $2.4B market, access to 1,000+ schools in Delhi, and MOUs covering 800,000+ students, the Blue Nudge Programme is scaling rapidly with strong government backing. Its sustainable model leverages waste upcycling and recycling to drive impact.

Kaizenvest believes climate education and waste management are key to a sustainable future. By investing in Blue Planet, we support a market leader driving lasting environmental change.

Impact Snapshot (since inception)

13M+ tonnes
Waste processed till date

7M+ tonnes
CO2 emissions avoided till date

136
# of schools impacted in 2024*

170k+
# of students impacted in 2024*

1,200+
# of jobs created in 2024

*from the education initiative Blue Nudge

Setting global benchmarks in sustainability education

Blue Planet is a **Guinness record holder** in October 2023 for most paper collected in 24 hours (437,975 kg) with participation from 300+ schools and 325k+ students.

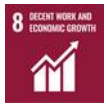
Recognized leader in Singapore's economic and sustainable development

Recognized as an Enterprise 50 driving Singapore's economic and sustainable growth.

Kaizenvest Value-Add: Kaizenvest has been instrumental in Blue Nudge's strategic growth, serving on its steering committee to guide key decisions and expand its impact. We have also facilitated investor connections, strengthening its ability to scale environmental education initiatives. Through our partnership, Blue Nudge is rapidly increasing its reach, embedding sustainability in schools, and driving long-term behavioral change.

LEVERAGE





leverage
A TALENT MOBILITY CO.

Leverage is an education technology platform empowering students with personalized career guidance and study abroad support, enhancing access to global opportunities for learners from diverse and under-represented backgrounds.

Key Operational Highlights

650+
University partnerships

8+
Countries

1800+
Leverage partners

Why we like Leverage?

Leverage is expanding access to global education by helping students in India, Bangladesh, and Nigeria secure admissions to top universities in the UK, Australia, Canada, and the US. By partnering with 650+ international universities, it ensures students find the right-fit institutions rather than being limited by geography or local agents.

With 1.3M Indian students studying abroad in 2023, a number expected to reach 2M by 2025, and the study abroad market growing at 13% CAGR, Leverage is well-positioned to scale. The $1B study abroad counseling sector is shifting from a fragmented network of small agents to tech-driven, organized players, making Leverage a key enabler in this transformation.

Kaizenvest believes global education is a powerful driver of economic mobility. By investing in Leverage, we support a market leader democratizing study abroad opportunities and shaping the future of international student mobility.

Impact Snapshot (post Kaizen investment in 2022)



9.2k+
# of students placed abroad



67k+
# of offers received by the students



$500M+
Total loans provided (April'22-Jan'25)

Expanding access to global education

Helping students from **India, Bangladesh, and Nigeria** secure admissions to top global universities across the UK, the US, Canada and Australia.

Bridging the education gap for students beyond metro cities

Empowering students from **Tier 2 and Tier 3 cities breaking geographical barriers**, and ensuring the right university fit over commission-driven placements.

Kaizenvest Value-Add: Kaizenvest has played a critical role in accelerating Leverage growth and impact by providing strategic guidance, facilitating key investor introductions, and supporting its long-term vision of democratizing access to global education.

Customer Testimonial

I had a great experience with Leverage. Their team of experts helped me navigate the complex process of studying abroad and provided personalized guidance every step of the way.

- Shubham, Tamil Nadu, India

MINDX TECHNOLOGY SCHOOL

MindX equips students (K12 and adults) with in-demand digital skills through accessible and practical education. By bridging the skills gap in Vietnam, MindX fosters economic mobility and prepares learners for the global digital economy.

Key Operational Highlights

50
Centres in Vietnam
(15 in tier 2-3 locations)

19k
Active students
end Dec-24

>5
Digital skills
curriculum offerings

910
Teachers

Why we like MindX?

The rapid digital transformation of industries has created a pressing demand for technology talent, yet access to quality digital skills education remains limited, particularly for students from underserved backgrounds. Many aspiring professionals in Vietnam and across SEA face significant barriers to acquiring the technical skills needed for high-growth careers in technology, limiting their socioeconomic mobility.

MindX is bridging this gap by providing accessible, industry-aligned digital skills training that empowers students to succeed in the global tech economy. By offering practical, career-focused education in coding, software development, and other in-demand digital fields, MindX enables learners to secure competitive job opportunities and build a future-proof career.

Kaizenvest believes that access to digital education is a key driver of economic empowerment and long-term prosperity. Through our investment in MindX, we aim to expand opportunities for students to gain high-value skills, enhance their employability, and contribute to the region's growing digital economy.

Impact Snapshot (since inception)

4,600
of total active students (25%) come from tier 2-3 cities

310k
class hours taught on digital skills across Vietnam for K12 and adults

3,900
of total active students (21%) are female students

3,600+
adults completed MindX upskilling courses

28,800
Hours conducted on department-specific skill training for employees

Completion rate of programs

MindX has a course completion rate of **96% with a 4.47** student NPS score (on a scale of 5) indicating the effectiveness and accessibility of their training. The company has also provided 9 scholarships in the single year of CY24 (with 8 of them given out to tier 2-3 students).

Growth of digital education in tier 2-3 since our investment

Since Kaizenvest's investment, the company now has **~25%** (4.6k) of students coming from tier 2-3 cities with an offline presence in those locations.

Kaizenvest Value-Add: Kaizenvest has played a key role in MindX's growth, operations, and fundraising strategy. We conducted market research for its Singapore expansion, helped optimize its MIS, and assessed its kindergarten business to refine early digital education offerings. Beyond operations, we guided MindX's fundraising strategy, ensuring timing and discipline in capital raising to balance growth with financial sustainability. Our support has helped expand market reach, enhance internal processes, and secure funding effectively, driving long-term impact in digital education.

Customer Testimonial

K12 student Tran Tu Nhi had a remarkable journey. After specializing in English for 12 years, she originally aspired to become a businesswoman - but her path took an inspiring turn when she discovered her true calling in computer science through reading Dan Brown's books and enrolling in MindX's Code For Teen course. Despite her background in business competitions, she found herself captivated by programming's logic and systematic thinking, spending nights fixing bugs and immersing herself in technical articles. Her pivotal moment came during an interview with the Dean of Technology, where a discussion about life choices and algorithms led to his encouraging advice to pursue technology over business. The decision proved fruitful when she received a 100% scholarship to Vin University's Computer Science program, realizing that what seemed like a deviation from her original path had actually led her to her true passion – not just being a business woman, but creating and developing technology products that could shape the future.

YOLA

Yola empowers students in Vietnam by providing high-quality English language education. Through accessible and effective learning programs, Yola equips learners with the language skills needed to achieve their full potential in an increasingly globalized world.

Key Operational Highlights

11
Centers in Vietnam

18k+
Enrolments in CY24

176
Teachers

Why we like Yola?

English proficiency is a key driver of academic and career success, yet access to high-quality language education remains limited for many students in Vietnam. Without strong English skills, students face barriers to higher education, global job opportunities, and international mobility, limiting their long-term socioeconomic prospects.

Yola addresses these challenges by providing high-quality, outcome-driven English language education that equips students with the skills needed for academic excellence and career advancement. Through their well-trained quality English teachers, Yola empowers students to achieve high test scores, gain admission to reputable universities in Vietnam and globally, and allows them to remain competitive in the global workforce.

Impact Snapshot (since inception)

~85%
of students achieved their target score in Yola

2,000+
hours dedicated to in-house training of teachers with 100% of teachers trained

75%
higher monthly salary per employee than the median salary in Vietnam at VND14.9M

At Kaizenvest, we recognize the critical role of English education in unlocking greater opportunities for students. By investing in Yola, we aim to broaden access to high-quality English training and equip students with the skills needed to thrive in an increasingly globalized world.

Student mobility beyond Vietnam

Yola has successfully placed **51 students** in CY24 to renowned universities in US and Australia.

Universities include:

RICE VICTORIA UNIVERSITY NYU and many more...

IELTS test score of Yola students above national average

Yola students have achieved an average **~6.3 IELTS** score which is higher than the national Vietnam average of 6.2 demonstrating the quality of Yola's curriculum and their commitment to English training.

Kaizenvest Value-Add : Kaizenvest has played a critical role in strengthening Yola's leadership, operations, and financial strategy. We supported the CEO hiring process, ensuring strong leadership to drive Yola's next phase of growth. During COVID-19, we provided operational guidance, helping Yola evaluate and refine its online delivery model to sustain learning outcomes and mitigate revenue impact. Our strategic involvement has helped Yola navigate market challenges, optimize its delivery model, and strengthen its leadership team, positioning it for continued success in Vietnam's growing English language training market.

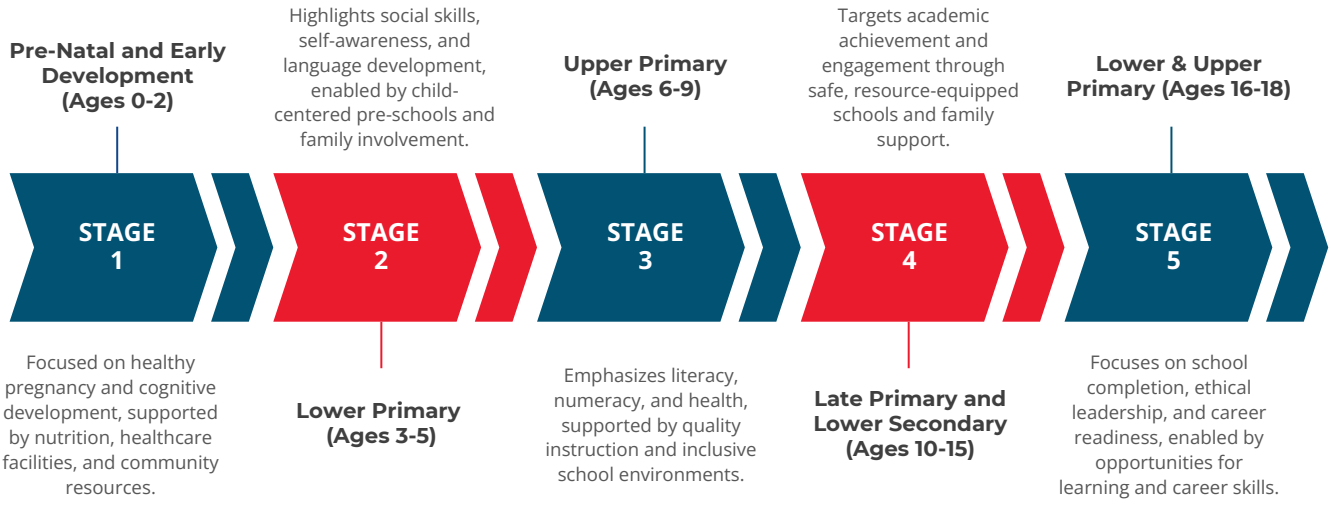
4.2 UNESCO Impact Framework

At Kaizenvest, we continually strive to align our impact measurement with globally recognized frameworks to ensure the effectiveness and sustainability of our investments. The Education Prosperity Framework by UNESCO serves as a guiding model to evaluate and improve educational outcomes at every stage of a learner's journey. This framework emphasizes the importance of linking prosperity outcomes with the foundational factors necessary for success.



Overview of the Framework

The framework divides the educational life cycle into five key stages:



The image below illustrates these prosperity outcomes and their foundational enablers.

	Pre-Natal	Early Development (Ages 0-2)	Pre-Primary (Ages 3-5)	Early Primary (Ages 6-9)	Late Primary and Lower Secondary (Ages 10-15)	Upper Secondary (Ages 16-18)
Prosperity Outcomes	- Healthy pregnancy - Healthy delivery	- Language development - Cognitive development - Physical development - Self-regulation	- Awareness of self and environment - Social skills and approaches to learning - Language development - Cognitive development - Physical development	- Educational attainment - Reading literacy - Numeracy - Health and well-being - Engagement	- Educational attainment - Academic achievement - Health and well-being - Engagement	- School completion - Ethical citizen - Leadership skills - Health and well-being - Communication and interaction skills
Foundation for success Family Factors	- Nutrition - No exposure to toxins - Mother's physical health - Mother's emotional health	- Breast-feeding and nutrition - Mother's physical health - Mother's emotional health - Parenting skills - Intra-family relations	- Parenting skills - Intra-family relations - Family involvement	- Parenting skills - Intra-family relations - Family involvement	- Parenting skills - Intra-family relations - Family involvement	- Parenting skills - Intra-family relations - Family involvement
Institutional Factors	HEALTH-CARE FACILITY: - Prenatal care - Primary health care	HEALTH-CARE FACILITY: - Post-natal care - Primary health care	PRE-SCHOOLS: - Child-centered - Goal-oriented - Opportunities to socialize	SCHOOLS: - Safe and inclusive - Quality instruction in code and language skills - Learning time - Material resources	SCHOOLS: - Safe and inclusive - Quality instruction - Learning time - Material resources	SCHOOLS: - Safe and inclusive - Quality instruction - Opportunity to learn life and career skills - Material resources
Community Factors	- Social capital - Resources	- Social capital - Resources	- Social capital - Resources	- Social capital - Resources	- Social capital - Resources	- Social capital - Resources

Integration with Kaizenvest's impact approach

Kaizenvest leverages this framework to:

Design interventions

Ensure our portfolio companies address key prosperity outcomes at relevant stages, such as MindX's focus on cognitive and digital skills for young learners.

Evaluate outcomes

Align metrics like enrollment rates, teacher empowerment, and student performance with the framework's prosperity indicators.

Scale solutions

Collaborate with partners like PHINMA Education and Varthana to replicate best practices across multiple geographies and demographics.

Driving measurable impact

Through our alignment with the UNESCO framework, Kaizenvest has been able to:

- Enhance access to quality education for students at every stage of the learning lifecycle.
- Address the specific needs of underserved populations by creating inclusive, resource-equipped learning environments.
- Foster systemic change by integrating institutional, family, and community-level interventions.

This integration underscores Kaizenvest's commitment to creating sustainable and scalable education ecosystems that resonate with global standards.

4.3 SDG-linked outcomes

Kaizenvest's investment strategy aligns closely with the United Nations Sustainable Development Goals (SDGs), prioritizing SDG4 (Quality Education) as the cornerstone of its impact. Our portfolio companies not only advance education but also contribute to SDG5 (Gender Equality) and SDG13 (Climate Action), creating a multi-faceted and sustainable impact.



SDG 4: Quality Education

Education is central to Kaizenvest's mission, with investments aimed at improving access, quality, and relevance of education for millions of underserved students. Key achievements include:

- 6.2M+ students positively impacted through accessible and affordable education solutions.
- Enhanced learning outcomes through investments in companies like PHINMA Education, MindX, and Varthana.
- Bridging digital and traditional learning gaps with innovations like upGrad's upskilling courses and YOLA's English programs.



SDG 5: Gender Equality

Empowering women and girls remains integral to Kaizenvest's goals and we remain focused on inclusivity.

- During the course of Kaizenvest's investment, MindX introduced digital marketing courses within its K12 curriculum, leading to a marked increase in female student participation—reaching 21% of total K12 enrollments in CY2024.
- Varthana has extended education loans to over 20k+ female students, supporting greater access to quality education for young women across India.



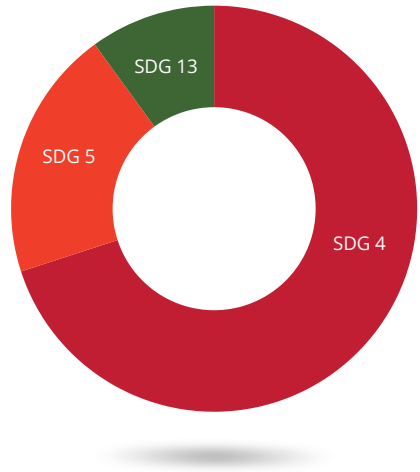
SDG 13: Climate Action

Recognizing the intersection of education and sustainability, we invest in climate-conscious education initiatives that build green skills and awareness.

- Blue Planet Environmental Solutions integrating sustainability education into its curriculum, engaging over 50,000 students in waste management and climate literacy.
- Expanding blended finance programs to support green infrastructure in schools across Sub-Saharan Africa.

Kaizenvest's SDG Contributions

The allocation of our investments reflects our commitment to the SDGs, with **70%** of our efforts dedicated to Quality Education, **20%** focused on advancing Gender Equality, and **10%** aimed at supporting Climate Action. This strategic distribution underscores our emphasis on creating meaningful impact across these critical areas.



SDG 4:
Quality Education

SDG 5:
Gender Equality

SDG 13:
Climate Action





Kaizenvest Expansion Into Africa

In 2021 Kaizenvest launched a deep impact blended finance activity in conjunction with USAID under the CATALYZE project in Sub Saharan Africa (specifically South Africa and Rwanda).

The 5-year CATALYZE EduFinance project sought to improve learning outcomes in children and youth, particularly those living in low and low-middle income communities by mobilizing private capital for the non-state education sector in multiple countries. This served as a strong bedrock for Kaizenvest to measure impact and quality at scale in other emerging markets where similar challenges in education quality and financial inclusion exist. The learnings from CATALYZE EduFinance have been monumental and have helped Kaizenvest strengthen its presence in the impact investing ecosystem in Africa. The dual challenge of financial inclusion of micro and small borrowers (in many cases women-owned schools that did not have a formal financing source) and lack of quality in foundational learning were the primary gaps that the project sought to address.



5.1 Summary of Kaizenvest's interventions in Africa

CATALYZE EduFinance South Africa aided to support early childhood development "ECD" centers to access (debt) financing to deliver high quality services at a price that is affordable for lower-middle and middle-income families in a financially sustainable manner without permanently relying on Government subsidies and grants. In addition, EduFinance offered schools the opportunity to participate in a Rewards and Recognition Program in which schools that have met performance targets received financial and non-financial rewards.

The overarching goal of the CATALYZE EduFinance Rwanda activity was to mobilize capital from private sources to non-state schools to help them enhance access and improve the quality of education services in Rwanda. This initiative sought to facilitate financing to all basic education levels and TVET [level 1-5] to improve learning outcomes. The key interventions of the project included mobilizing capital through specialized lending and incentives, building the capacity of Rwandan financial intermediaries, and providing financial rewards to schools that met and surpassed learning outcome goals. To achieve the overarching goal, some of the financial intermediaries developed new loan products specifically for the education sector.

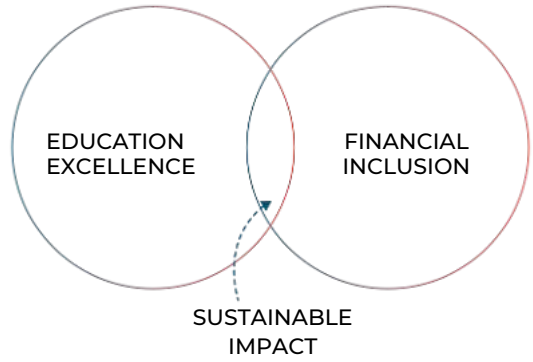
5.2 Theory of Change

The Theory of Change has been tried and tested, resulting in improved impact and learning outcomes.

IF Specialized financial products and incentives are developed and deployed to non-state education operators and affordable learning providers.

THEN Education operators and affordable learning providers will gain access to appropriate financing to expand equitable access to quality education.

SO THAT Learning outcomes, particularly from underserved communities, will improve and be sustained, resulting in improved skill levels and competencies that they need to succeed in work and life.



5.3 Outcomes-based lending model

As part of the EduFinance interventions in South Africa, Kaizenvest integrated an outcomes based incentive approach known as Rewards and Recognition (R&R). This model measures learning outcomes among education providers, rewarding them financially or recognizing their achievements based on measurable improvements in student learning.

In South Africa, one cohort of learning providers received loans, with their learning outcomes assessed using the Early Learning Outcomes Measurement (ELOM) tool. The 2024 ELOM assessment cycle showed significant progress among participants:

44%

Township Fleva participants showed the percentage of children falling behind was reduced by 44% between baseline and endline assessments.

36%

Township Fleva participants also showed the percentage of learners on track increased by 36% over the same period.

62.5%

Among the 2024 R&R participants, 62.5% received financial rewards for demonstrating measurable improvements in learning outcomes.

These results highlight the potential of outcomes-based lending to drive meaningful improvements in early childhood education.

5.4 Case Studies (South Africa and Rwanda)

GROW ECD



Grow ECD is a social enterprise that works with a network of affordable early childhood development (ECD) learning providers by skilling and supporting the business owners with all the resources they need to provide quality education.

Why we like Grow ECD?

South Africa's ECD sector faces the dual problem of access and quality. Over half of the children aged 0 to 4 years in South Africa do not have access to ECD facilities and nearly two-thirds of 0-5-years old live in the poorest 40% households. The ECD Census in 2021 indicated that 40% of ECDs are run in residential homes, which greatly impacts the quality of services offered in these ECDs.

Grow ECD offers a variety of services to ECD owners; a free mobile app to manage all business aspects on one space, a small business 3-year programme, online curriculum and teachers guide, finance options and an accelerator programme. Kaizenvest has specifically been involved with the accelerator programme; a six-part business training programme designed to equip ECD owners with essential skills, tools, and resources for managing successful ECD centres. The accelerator participants are also provided with access to the affordable financing options Grow ECD has available. These financing options help ECD owners set up and equip their ECD centres to provide quality education.

The Grow ECD and Kaizenvest partnership has substantially improved early childhood education across South Africa. By exceeding the initial goal of training 750 ECD centre owners, with 1073 financing pathways, have empowered centre owners to enhance their facilities and educational offerings. The support provided through the Accelerator Programme and the subsequent Small Business Programme has been instrumental in achieving higher early learning standards and operational excellence.

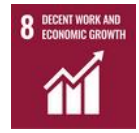
Impact Snapshot (between 1 Jan 2023 and 31 Dec 2024)



6,175
Students reached through accelerator participants



97%
of participants registered in the app are female



US $1.7M+
Private capital mobilized



105
Accelerator participants approved for finance

Equipping ECD owners to provide quality education

Education Alliance Finland (EAF) awarded Grow ECD's online curriculum a **remarkable 94% score in Quality Pedagogy** Approach.

Equipping ECD owners with skills, tools and resources.

1,073 centre owners enrolled in the Accelerator Programme between 1 Jan 2023 to 31 Aug 2024.

Kaizenvest Value-Add: Kaizenvest contributed to Grow ECD's success by providing technical assistance (TA) to support the Small Business Accelerator Training Programme. This support helped strengthen the quality and delivery of the programme, ensuring that ECD owners received the necessary training in a timely manner to run sustainable and high-quality learning centres. The TA provided by Kaizenvest helped Grow ECD unlock additional private impact capital to further the Grow ECD Small Business Owners Accelerator Programme, including the provision of impact capital (grants and loans) as well as support (training and mentoring) to ECD small businesses.

Message from Tracey Chambers, CEO & Co-Founder

> "The collaboration between Grow ECD and Kaizenvest contributed to the transformation of the early childhood development sector in South Africa. By exceeding participation goals, introducing innovative technology, and providing financial opportunities, the Accelerator Programme has strengthened the operational capacity of ECD centres and enhanced the quality of education delivered to thousands of children.

CHANCEN INTERNATIONAL

Chancen International is a non-profit organization providing Income Share Agreements (ISA) for young Africans to access quality technical and vocational education and training (TVET) education and for socioeconomic upliftment through education.

Why we like Chancen?

Africa is faced with a skills gap challenge. Every year, 11M young Africans enter the labour market, of which 40% lack the skills needed for employment. Chancen International is working in Rwanda, Kenya and South Africa to bridge the skills gap by providing innovative financing solutions, namely an Income Share Agreement (ISA). By addressing this challenge, Chancen aims to break the cycle of poverty for young Africans.

An ISA is a contract agreement between a student and a financier that allows the student to borrow money from the financier. The financier agrees to provide money for the student to fund their education. In exchange, the student agrees to pay the financier a percentage of their income after graduation for a given period of time. Chancen utilizes repayment pauses and caps to ensure students are never burdened by unmanageable debt.

Chancen partners with vetted educational institutions offering market-relevant programmes. Through these partnerships, they connect students to financing opportunities tailored to their needs. The Chancen approach integrates financial literacy training, ensuring beneficiaries fully understand and manage their commitments. By combining donor funding and impact investments, Chancen has built a scalable, sustainable model that supports the lifelong learning-to-earning journey.

Projected Impact until end 2025, as part of Kaizenvest TA

US $1.5M+
ISAs to be disbursed in Rwanda

US $890K+
ISAs to be disbursed in South Africa

2,702
ISAs to be disbursed in Rwanda

436
ISAs to be disbursed in South Africa

Chancen Impact 2024 to Date

93%
ISA members employed after 1 year

119%
average monthly repayment rate

Chancen goal is to finance 25,000 excluded young people by 2029

64% women financed as per 2024 Chancen impact report.

Envisioning a world where growth benefits everyone

74% students are from rural areas as per 2024 Chancen impact report.

Kaizenvest Value-Add: Kaizenvest played a pivotal role in supporting Chancen International's efforts to scale its impact by facilitating access to investor capital. Leveraging its deep expertise in impact investing and financial structuring, Kaizenvest provided subject matter knowledge and strategic guidance, helping Chancen navigate the complexities of securing investments. Additionally, Kaizenvest's extensive network enabled Chancen to connect with key stakeholders and potential funders, strengthening its financial sustainability. To further support Chancen's growth, Kaizenvest also reimbursed specific legal costs, allowing the organization to direct more resources toward deploying investor funds into its ISA program. This partnership significantly enhanced Chancen's ability to expand its reach and provide life-changing education financing solutions to young Africans.

Message from Batya Blankers, CEO & Co-Founder

> We deeply appreciate our partnership with Kaizenvest, which has been instrumental in unlocking education financing to support excluded youth in Rwanda, Kenya, and South Africa to gain skills and access meaningful employment. We are grateful for the role Kaizenvest played as an enabler, connector, and thought-partner, supporting Chancen to scale its impact and create meaningful change for young Africans.

EQUITY BANK RWANDA

The Equity Group is a Pan-African financial services company with a vision of championing the socioeconomic prosperity of the African people. The Equity Group offers integrated financial services that socially and economically empower customers, business and communities.

Why we like Equity Bank Rwanda ?

Rwanda has made huge strides in improving primary level enrolment - 98% of primary age school children are enrolled in school. However, the quality of education needs improvement, an example of this need is the fact that 20% of grade 2 pupils cannot read. Rates of repetition and dropout are high at all levels, and net enrolment in secondary school is just 30%. Non-state schools in Rwanda are playing a crucial role in expanding access to education, but their growth and ability to deliver high-quality learning experiences are hindered by financial constraints. Equity Bank is well known for their unwavering commitment to driving financial inclusion and socioeconomic progress in Africa, a commitment well suited to partner with Kaizenvest on the CATALYZE EduFinance activity. Equity Bank welcomed Kaizenvest's Theory of Change and was happy to partner with us in expanding their scale within the non-state affordable school segment.

Projected Impact By end 2025

US $1M
Mobilized as educational loans

Reduced 5%
Interest rate offered to schools

26
Schools expected to access financing through the capital mobilised

Kaizenvest Value-Add: Kaizenvest was instrumental in ensuring the success of this partnership. By providing an interest rate subsidy, Kaizenvest enabled Equity Bank to reduce the interest rate offered to schools, making loans more affordable for non-state educational institutions. Additionally, Kaizenvest played a key role in pipeline development by engaging with various stakeholders in the education sector, facilitating connections between Equity Bank and potential borrowers. To further support the initiative, Kaizenvest organized a workshop for prospective loan applicants, equipping them with the necessary knowledge about the financial product and the application process. These efforts significantly enhanced schools' access to much-needed funding, allowing them to improve infrastructure, learning resources, and overall education quality. More specifically, with Kaizenvest's assistance, Equity Bank was able to develop a financial product to help non-state schools access affordable financing to address the various constraints they face. Kaizenvest was a key party involved in assisting Equity Bank to lower the interest rate offered to schools with 5%, making debt affordable to the education sector.

5.5 Way forward in Africa

In 2023, Kaizenvest partnered with Save The Children Global Ventures (SCGV) in setting up a debt fund, applying the principles of blended finance to focus on Sub-Saharan Africa.

With a targeted fund size of US$50M (and an additional $5-10M via a Technical Assistance Facility), The Generation Empowerment Fund ("GenEm") is poised to reach first close during 2025, with the goal of unlocking private sector capital for financial institutions and community SMEs that positively impact the holistic well-being of children. GenEm is contributing to the impact investing field by using a new approach - Child-Lens Investing (CLI).

CLI is an approach to sustainable investing in which investors intentionally consider child-related factors to advance positive child outcomes. All investor actions ultimately impact children's well-being, whether directly or indirectly. The most pressing social and environmental challenges are being experienced by children. Around the world, over 1 billion children lack access to life's necessities, such as food, healthcare, clean water, and education[1]. CLI weaves together the best practices from ESG and impact investing ecosystems; investing with the intention to positively impact children will also have an impact on future workers, consumers, citizens and decision makers[1]. Childhood is a powerful engine of equity, prosperity and possibility, and we see CLI as the core of impact investing.

GenEm Fund's child-lens investment strategy spans areas that will have the most direct impact for children: education, health, nutrition, sanitation and related climate mitigation needed to enable overall resilience, social impact, and/or social mobility. GenEm's goal is to deliver integrity, rigour, and intentionality to the process of investing, to ultimately drive better outcomes for children and their families. We also believe that promoting social impact at a childhood level will contribute positively to other investment lenses, specifically climate and gender lens investing.



[1]UNICEF



Future Outlook: The Road Ahead

As we look ahead, Kaizenvest remains committed to deepening its impact by investing in education, workforce development, and financial inclusion, with a vision to drive systemic change in human capital development across emerging markets.

Goals for 2030

Doubling our impact

By 2030, we aim to double our reach, impacting 12 million students through investments that enhance learning accessibility, affordability, and quality. This includes expanding gender-focused initiatives, ensuring that more women and girls have access to education, skills training, financial empowerment and economic opportunities.

Commitment to students

Our core mission is to empower students by:

- Expanding access to affordable, high-quality education that equips them with future-ready skills.
- Bridging financial barriers through education financing models, ensuring that no student is left behind due to affordability constraints.
- Driving employability outcomes, enabling students to secure meaningful career opportunities in an evolving job market.

Advancing holistic human capital development

We recognize that education alone is not enough - true human capital development requires a multifaceted approach that integrates health, nutrition, gender inclusion, climate resilience, and digital equity. Going forward, we will:

- Expand our investments beyond education to support initiatives that enhance workforce readiness, financial inclusion, and social mobility.
- Leverage blended finance models to attract private capital into underserved education sectors.
- Strengthen partnerships with governments, multilateral agencies, and impact investors to drive scalable and sustainable change.

At Kaizenvest, we believe that investing in people's potential is the key to building a more equitable and prosperous future. By supporting education as the foundation for lifelong growth, we are paving the way for stronger economies, thriving communities, and transformative social impact.

The road ahead is one of innovation, inclusion, and impact – together, we are shaping the future of human capital development.



Conclusion:
A Call to Action

As we end this impact report for 2024, we reflect not only on the progress we have made, but also on the immense opportunities that lie ahead.

The journey toward systemic change in education, skilling and workforce development, climate action and financial inclusion is ongoing, and the challenges we seek to address require collective effort, sustained commitment, and innovative thinking. Through our work, we have witnessed first-hand the ripple effects of enabling access to quality education, bridging financial gaps, and fostering workforce readiness, particularly in vulnerable communities.

But our mission does not end here – it is a call to action for all stakeholders who share our vision for a more equitable and resilient future. Innovative capital deployment strategies are the need of the hour to solve some of the pressing challenges facing today's young generation. The road ahead demands:

Innovative Investments

Leveraging capital to fuel education and workforce solutions that create lasting impact, through innovative financial structures.

Strategic Partnerships

Building alliances with governments, donors, multilateral agencies and private sector leaders to drive systemic transformation.

Measuring Tangible Impact

Ensuring that every initiative contributes to tangible improvements in learning outcomes, employability, and social mobility, in such a manner that they are measurable and monitorable.

The ambitious goals outlined in this report can only be realized through innovative thinking, bold action and sustained investment.

The future of human capital development is being shaped today, and we at Kaizenvest feel a sense of deep pride and optimism about the change each one of us can create. We seek your continued support and partnership in this journey in which we seek to build a world where education is a **catalyst for opportunity, financial empowerment is accessible** to all, and every individual has the **chance to realize their full potential.**





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