



FG INVESTMENT PARTNERS

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EDITORIAL COMMENT

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CONTENTS

Editorial comment 1-2

By Sarah Crone

South African investors: Making hay while the sun shines 3-4

Adapted from an article by John Gilchrist

New ETF evolution report from Prescient Fund Services identifies market gaps and future growth opportunities 5

Adapted from an article by Craig Mockford

AI: Disruption, opportunity and portfolio implications 6-7

Adapted from an article by David Lerche

Project Vulindlela 8-9

Adapted from a Nedbank Private Wealth Political research note by JP Landman

Global markets gain on solid earnings and rate cuts

Global equity markets continued to show positive momentum with the MSCI World index improving by 7.4% in US dollar terms (4.1% in rand terms) over the quarter. This was underpinned by reasonably solid economic activity (despite signs of a slowing labour market in the US) and the start of a phase of reducing interest rates by the US Federal Reserve. In addition, Company earnings generally exceeded expectations, and forecasts tended to be revised higher, especially in the information technology space. Fund manager surveys also suggested that managers remain relatively bullish.

Reasons for caution amid strong returns

While there are undoubtedly reasons to maintain a healthy exposure to risk assets, there are also good reasons to remain circumspect. These include exceptionally high valuations (the S&P 500's price levels are now more than 23 times forward earnings, and the MSCI World Index is more than 21 times), sticky inflation, high debt levels, and the impact of tariffs that have yet to be fully felt.

A resources rally buoyed local markets

The headline indices reflected strong performances across most asset classes. The FTSE/JSE All Share Index returned 12.88%, the FTSE/JSE All Bond Index returned 6.94%, and the FTSE/JSE South Africa Listed Property Index returned 6.65%. As far as South African Equities were concerned, it was all about the resource sector, which recorded a return of just under 47% for the quarter. Record gold prices (on the back of strong Central Bank buying and geopolitical uncertainty) and strongly recovering platinum prices were the main underpinnings here. Naspers and Prosus (courtesy of underlying Tencent exposure) also did well. However, Financials and Industrials struggled over the period, and fund managers without meaningful exposure to gold, platinum and technology would have lagged the Index.

We maintain a balanced outlook for South African investors

Inflation remained relatively subdued, and the South African Reserve Bank reduced interest rates. A stronger rand and lower inflation targets also benefited the bond market over the period.

While economic activity in South Africa remains relatively subdued and confidence levels remain low, there are still reasons to maintain a healthy exposure to the equity market, including undemanding valuations and some signs of reform.

What's inside this edition

John Gilchrist, Chief Investment Officer of PSG Asset Management, talks about South African investors making hay while the sun shines. This is particularly pertinent given the strong outperformance of local markets versus offshore markets in the last quarter.

Timed to coincide with the 25th anniversary of exchange-traded funds in South Africa, an article by Craig Mockford, Chief Executive Officer of Prescient Fund Services, educates readers and highlights opportunities.

Where would we be without some mention of AI? David Lerche, Chief Investment Officer of Sanlam Private Wealth, talks about the impact of generative AI across industries and offers some insights on portfolio positioning.

Any edition of the Global Brief for South African investors would be incomplete without some commentary about economic reform. Here, JP Landman, unpacks project Vulindlela and highlights several positives.





SOUTH AFRICAN INVESTORS: MAKING HAY WHILE THE SUN SHINES



Adapted from an article by John Gilchrist

Chief Investment Officer
PSG Asset Management



South African investors defy uncertainty

Despite years marked by global volatility and domestic challenges, South African investors have enjoyed stronger-than-expected returns.

Casting our minds back just over a year for example, the outcomes we see today seemed far from likely. The first half of 2024 was nerve-racking, with South Africans heading to the polls in May for a hotly contested election that had a not-insignificant probability of ending in a populist-leaning coalition government. After record levels of loadshedding in 2023, 2024 seemed poised to continue the trend with ongoing rolling blackouts that clouded the country's economic outlook in the first quarter. Fast-forward to the second half of 2025, and the returns investors have achieved mask the anxiety many have endured.

Various ASISA fund category averages and inflation (CPI) per annum over various periods

ASISA fund category	1 Year	3 Years	5 Years
(ASISA) South African IB SA Money Market	7.40%	7.26%	5.93%
(ASISA) South African MA Income	10.14%	9.33%	7.99%
(ASISA) South African MA Low Equity	13.35%	11.56%	9.66%
(ASISA) South African MA Medium Equity	14.15%	12.43%	10.71%
(ASISA) South African MA Flexible	16.77%	13.27%	12.58%
(ASISA) South African MA High Equity	15.15%	13.35%	11.93%
(ASISA) South African EQ General	18.72%	13.51%	14.23%
SA CPI	2.82%	4.76%	5.21%

Source: Morningstar, as at 30 June 2025. Performance is for illustrative purposes only.

Strong results haven't eased investor nerves

Over one, three and five years, all of the fund categories shown above, which include some of those most popular with South African investors, have substantially outperformed inflation. Over one year, the exceptional real returns delivered by low-risk options (money market and particularly income funds) are evident. But even taking a 5-year view, all the asset classes have delivered in line with, or ahead of, the financial planning assumptions generally employed by advisers (with equities delivering a 9% p.a. real return). And yet, investors remain anxious and concerned.

Why the sense of disquiet?

Part of the reason why investors remain concerned, is the pervasive sense that a decades-long world and economic order is in the process of being upended. And while it seems certain that the world is changing, the outcome is as yet unknown. But what, if anything, can investors learn from the past year's experience?

Firstly, those who hid in cash have missed out on some excellent returns. While sentiment can become overwhelmingly negative, it is important to assess matters objectively and to avoid emotional decision-making. Sentiment is often reflected in markets, making periods of heightened pessimism often the best buying opportunities, while periods of excessive bullishness could prove to provide expensive entry points.

Secondly, the market is not the economy. Over the last year, relatively little has changed for the economy, with the growth outlook cloudy, and the Government of National Unity (GNU) coalition fragile. Yet the FTSE/JSE All Share Index returned 25.2% over the 1-year period, 17.8% p.a. over 3 years and 16.4% p.a. over 5 years (to 30 June 2025).

Focusing on what lies ahead

Looking ahead, the local environment remains uncertain, and perhaps at a global level, things have become more uncertain. We believe that



a fundamental restructuring of the global world order is underway, accompanied by a long-overdue restructuring in global markets to address long-standing macroeconomic imbalances. Current market volatility is being driven by deep-seated forces and not just changes in sentiment, with vacillation on economic policy and shifting political alliances exacerbating the uncertainty.

Trying to time markets is not a sound strategy (as the last year has proved), but investors should also not turn a blind eye to a fundamental reordering in global markets. Rather, they should aim to take advantage of potential opportunities while ensuring portfolios are well protected. As always, careful diversification remains key, but this should not be taken at face value. With concentration levels in indices having increased substantially over the past decade, it cannot be assumed that simply buying the index will result in well-diversified portfolios. With certain global markets still being expensively priced, investors need to carefully consider the implications of a changing environment for their portfolios, and seek to ensure that they have exposure to assets that are likely to perform well in a future world that could be quite different to that of the past. While inflation locally seems set to remain contained, many developed market countries in particular could experience higher inflation – and interest rates – than they have been used to in the past decade. This will have profound implications for which assets perform well, and which don't.

Exploit the window of opportunity while it lasts

Despite this, we see high levels of complacency among investors, meaning that they have been slow to adjust portfolios to changing market dynamics, perhaps expecting things to revert to the status quo. Nonetheless, fundamentals cannot be ignored indefinitely, and so investors have a brief window to ensure their portfolios are optimally positioned to navigate the challenges that lie ahead. We believe price-conscious, bottom-up stock pickers are especially well positioned to exploit the opportunities currently available in the market, many of which are being systemically overlooked by investors due to deeply ingrained biases.

In South Africa, high real returns from fixed income provide a welcome buffer to investors, and can help to offset volatility in the rest of their portfolios. We also continue to find attractive opportunities in equities, both locally and globally, by looking beyond popular index constituents that are often trading at extreme valuations. Undervalued assets have the ability to rerate, even if the broader environment is challenging. The rally South African assets experienced following the formation of the GNU, offers a good example of what is possible. From this perspective, we believe the sun could still shine on South African investors and there remain opportunities to earn acceptable returns, regardless of the uncertain macro environment. However, investors need the courage to remain invested, and make hay while the proverbial sun shines.

Don't let uncertainty dissuade you from investing

We firmly believe there are always opportunities for astute investors. However, approach the market with caution, and ensure you take a considered approach. Not all strategies will be equally successful going forward, and you want to ensure you partner with an experienced investment manager who has a proven track record of selecting hidden gems and constructing robust portfolios that deliver on investor needs in the long run.



NEW ETF EVOLUTION REPORT FROM PRESCIENT FUND SERVICES IDENTIFIES MARKET GAPS AND FUTURE GROWTH



Adapted from an article by
Craig Mockford

Chief Executive Officer
Prescient Fund Services

ETF industry milestones signal expanding opportunities for investors

With the exchange-traded funds (ETFs) industry reaching record highs worldwide, Prescient Fund Services, a global full-suite fund services firm, has released a special ETF Evolution Report, offering an overview of the current state and future potential of the South African ETF market.

Timed to coincide with the 25th anniversary of ETFs in South Africa, the report seeks to educate the market, address industry misconceptions and showcase the vast opportunities for both local and offshore investment managers.

Recent data from ETFGI, a leading independent research and consultancy firm, highlights the growth momentum in Europe. At the end of August 2025, assets in the European ETFs industry reached a record US\$2.87 trillion, with year-to-date net inflows of US\$240.99 billion – the highest ever recorded. August also marked the 35th consecutive month of net inflows into European-listed ETFs, signalling strong and sustained investor appetite.

Driving industry understanding and adoption

‘ETFs have become an essential part of the global investment toolkit, yet in South Africa, the full potential is still to be realised,’ says Craig Mockford, CEO of Prescient Fund Services, which has a presence in South Africa, the United Kingdom and Ireland. ‘This report reflects our commitment to helping investors, investment managers and the broader industry globally to understand how to unlock the full value these products can deliver in the markets in which we operate.’

Drawing on insights from Prescient Fund Services’ experienced team of ETF specialists and supported by market data, client experiences and insights from both South Africa and international markets, the report explores:

- The evolution of the South African ETF market – from the launch of the first ETF in 2000 to the rise of actively managed ETFs (AMETFs).
- Opportunities for institutional investors – how ETFs can be integrated into sophisticated portfolio strategies.

- Retail empowerment – the democratisation of investing through accessible, transparent products.
- Practical guidance for issuers – what’s needed for a successful ETF listing.
- Dispelling myths – challenging outdated perceptions about costs, use cases and active versus passive strategies.
- African and inward listing opportunities – how ETFs can help deepen regional markets and offer offshore managers a gateway into South Africa.

One of the report’s central aims is to close the knowledge gap. The more educated the market becomes – about structures, strategies and distribution – the more confident issuers and investors will be in embracing ETFs as an investment vehicle.

Looking ahead – the future of ETFs

The report also looks to the next chapter of ETF growth, with trends such as inward listings, actively managed ETFs and thematically focused products set to drive market expansion. Increasing regulatory flexibility, coupled with advances in trading platforms and investor education, are expected to open new avenues for both institutional and retail participation.

‘South Africa’s ETF market is developing rapidly, and its growth potential resonates well with trends in Europe and the United Kingdom,’ says Mockford. ‘In the coming years, we expect deeper integration between local and offshore markets – with more dual listings, product innovation and investor cross-pollination.’

A roadmap for growth

Built on innovation, collaboration, and transparency, the report sets out a practical framework for the continued success of South Africa’s ETF industry.

Complete with detailed timelines and expert analysis, it offers investors and industry participants an accessible guide to the future of ETFs.

The report is available for download on the Prescient website, [click here](#).

Disclaimer:

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AI: DISRUPTION, OPPORTUNITY AND PORTFOLIO IMPLICATIONS



Adapted from an article by
David Lerche

Chief Investment Officer
Sanlam Private Wealth



In the past, change unfolded at the pace of generations. Not anymore

The blistering speed with which artificial intelligence (AI) is evolving is both exhilarating and unsettling. For investors, the critical question is no longer if AI will alter the future, but how profoundly – the answer will shape capital allocation, competitive advantage, and equity returns over the long term.

History offers few examples of truly transformational technologies. Electricity reshaped the physical world, and the internet redefined how we communicate and conduct business. Many now argue that AI is the next such general-purpose technology – ‘thinking and doing on demand’ – just as electricity offered energy on demand.

AI is no longer confined to niche applications. It is becoming a key infrastructure layer supporting productivity across industries, offering solutions from self-optimising supply chains to customer service automation, code writing and drug discovery. In this context, AI resembles a new industrial revolution. Cloud data centres and inference engines could well be the electricity grids and steam engines of the 21st century.

Real-world impact

Major corporations are already weaving AI into the fabric of their operations. Examples include:

- **Amazon** integrates AI across personalised shopping, warehouse logistics and drone delivery. We particularly like how Amazon monetises both AI enablement (via selling data centre capacity to others through Amazon Web Services) and adoption (via enhanced robotics in its warehouses and stock planning in its retail business).
- **Microsoft** is using Copilot to accelerate software development and automate internal functions such as IT and HR – 35% of its code is now AI-generated.
- **Walmart** uses AI to enhance customer support while optimising delivery routes and store layouts with predictive algorithms.

These cases highlight that AI isn't simply automating isolated tasks – it is rearranging entire workflows, improving employee efficiency, and enabling faster, data-driven decision-making. AI could well change the entire corporate cost structure by reducing the number of people required to run complex organisations.

Complex economics

AI's core economic promise is productivity – growth without inflation – by enabling employees to accomplish more in less time. (In my own case, it has boosted weekly output by roughly 15% to date.) The unresolved

question is how those gains will ultimately be divided between companies, consumers and employees. We suspect that employees may find themselves last in line.

The economics are complex. Building and training large language models (LLMs) requires billions in upfront capital, and many market leaders are still burning through venture capital with no guarantee of profitability. Meanwhile, model performance is beginning to converge, increasing the risk of commoditisation. Despite this, valuations keep rising, raising concerns about a potential speculative bubble.

Businesses at risk

While AI's great economic lure is its capacity to drive efficiency, it also poses a direct threat to business models built on low-value cognitive labour, repetitive processes, or scale alone. Companies that fail to adapt risk accelerated competition and early disruption. Even global leaders with clear AI advantages, such as Google, face challenges as LLMs threaten to bypass traditional search behaviour.

The highest risk probably lies with organisations that fail to integrate AI into their operating model, or worse, choose to ignore it altogether. In the age of rapid adoption, denial is not a defensive strategy – it's an exit strategy.

Capital and competition

AI is in the midst of an investment surge rarely seen in any sector. Just four private model developers – OpenAI, Anthropic, xAI and Perplexity – have collectively raised roughly US\$100 billion, implying average price-to-sales multiples near 40 times, compared with around five times for today's megacap tech giants.

Meanwhile, hyperscalers like Microsoft, Amazon and Google are pouring hundreds of billions into AI infrastructure annually. The open question: will that capital deliver the promised returns? Although management teams are enthusiastic, we are watching closely for any early signs of demand slowing.

One potential 'canary in the coalmine' could be declining profitability among infrastructure providers like CoreWeave, which may indicate that downstream AI businesses aren't yet generating the returns needed to sustain the ecosystem.

If growth expectations aren't met, a cascade of negative sentiment could hit both valuations and reinvestment. For now, however, capital expenditure guidance continues to rise.



Lessons from history

History counsels caution. Technologies with long feedback loops and heavy capital requirements often spark waves of overinvestment, followed by harsh corrections – such as the railroads of the 1840s and the dot-coms of the early 2000s.

But disruption also creates outsized winners. Amazon took 27 quarters to post a profit, burning billions along the way, before becoming a US\$2 trillion company. Apple, Tesla and Google all endured near-death moments before reaching trillion-dollar status.

For every Amazon, there are dozens of Pets.coms.

Positioning portfolios

Bearing all the above in mind, how should investment portfolios be positioned? The largest portfolio risk today may be underexposure to AI. In recent years, avoiding AI-related stocks would have hurt performance more than holding a few poor performers.

That said, valuation discipline remains critical. Over time, equity returns are driven by returns on capital and the price paid for future cash flows. Even a great business will only deliver outsized returns if its purchase price embeds expectations lower than the eventual reality.

Given that many of today's AI beneficiaries are already well-run, highly profitable enterprises, investors need not chase loss-making businesses still burning through capital. We believe the most promising opportunities lie in businesses where:

- AI can materially enhance operations – whether by unlocking new revenue streams or delivering cost efficiencies – particularly where the scale of these opportunities is expanding and remains underappreciated by the market.
- Pricing power enables efficiency gains without these being fully passed on to customers.
- Competitive moats remain defensible in an AI-driven landscape.

In our view, some of the most compelling opportunities lie in the following categories of firms:

- Core AI beneficiaries (e.g., Microsoft, Prosus, TSMC).
- Industry leaders integrating AI (e.g., Visa, Yum! Brands, Thermo Fisher).
- Disruptive AI-native firms (e.g., Harvey, though almost all remain privately held for now).

We believe that companies with scale advantages and proprietary data are best positioned to capitalise on AI. Incumbents with entrenched customer bases and the capital to invest are extending their leads – for now. We anticipate that genuine disruption of mainstream leaders is still several years away. Beyond ChatGPT, AI's definitive 'killer app' has yet to emerge – much as Facebook only entered the mainstream in 2008, nearly a decade after the internet first reached 100 million users.

However, the democratising nature of AI means that today's leaders are not assured of tomorrow's dominance. New entrants will emerge, and AI-native firms will ultimately reinvent what incumbents can only retrofit – making vigilance essential.

AI is not mere hype – it is reshaping industries, business models and the nature of work itself

For investors, the biggest risks are complacency and misallocation: either ignoring the change or overpaying for speculative plays. With AI set to benefit a wide range of businesses, there is no need to take excessive risk to participate.

In the end, as with electricity and the internet, AI will eventually become invisible – ubiquitous and indispensable. The moment to prepare is not when that happens, but now.

PROJECT VULINDLELA



Adapted from a Nedbank Private Wealth Political research note by JP Landman

Independent political and trend analyst



From a developmental state to a partnership state?

On a recent roadshow around the country, I asked business audiences about Project Vulindlela. To my surprise, very few had heard of it. That is astonishing but also perturbing: it is South Africa's most significant economic reform initiative since the launch of the Growth, Employment and Redistribution Strategy (GEAR) in 1996.

Over the years, we have seen many economic plans – the Accelerated and Shared Growth Initiative for South Africa (ASGISA), the New Growth Path, the 9-point plan, even the National Development Plan and recently the ANC's 10-point plan – but none have advanced as far with actual implementation as Vulindlela.

From 'rogue' document to core policy

In October 2019, then-Finance Minister Tito Mboweni released a National Treasury discussion paper on economic reforms. It caused a political storm. Critics said 'Treasury has gone rogue', accusing it of pandering to free-market and neoliberal ideology.

A month later, Mboweni apologised to the ANC's National Executive Committee for publishing it before the internal debate had taken place. (He clearly believed it's sometimes better to apologise afterwards than ask permission beforehand.)

Then came Covid-19 in 2020, and the country closed down. In October 2020, the government adopted the new Economic Reconstruction and Recovery Plan (ERRP), and at its heart was the same Treasury document that had once been dismissed as 'rogue'.

To drive implementation, a joint team from the Presidency and Treasury was established: Project Vulindlela, which translates to 'to open up' or 'make way' in isiZulu. A unit in the Presidency drives the project.

Vulindlela is now run by a project team housed in the Presidency and is a programme of the GNU.

The focus areas

Vulindlela targeted five structural bottlenecks:

1. Electricity.
2. Spectrum release and digital communication.
3. Water.
4. Freight transport (rail and ports).
5. Visas and skilled migration.

In each, Vulindlela sought to 'open up' closed state-run systems, introduce competition where applicable, and accelerate growth.

Electricity: Breaking the monopoly

When Vulindlela began, loadshedding was at its worst. Loadshedding has been addressed, but it has sparked more fundamental reform. Eskom, a vertically integrated monopoly, dominated every stage of generation and supply. Reform meant breaking that model – opening the market to independent producers and deregulating power sales.

The change has been profound. New laws, regulations and market structures now allow companies to generate and trade electricity freely. It is, of course, a journey, and predictably Eskom resists losing old privileges, but the train has left the station.

A smelter in Richards Bay can now buy 70% of its power from a wind-and-solar producer in the Western Cape transmitting clean energy across the grid at roughly 70% of Eskom's price. Even coal companies like Glencore are signing renewable energy supply deals to power their coal mining operations with renewable energy – a powerful symbol of the transition.

The electricity minister understands the reforms and is unlikely to let momentum fade. The once-unthinkable shift from monopoly to market is well underway. The next frontier of electricity problems is distribution or local government delivery. It will spark further reforms.

Digital spectrum: Finally released

For a decade, South Africa's telecoms sector was stuck. Political and then legal wrangles blocked the release of the new radio spectrum needed for 4G and 5G. Through Vulindlela's coordination, the deadlock ended.

In March 2022, the spectrum auction finally took place, earning the state R14.5 billion. Telcos are now making big investments to expand 5G coverage nationwide. A 10-year logjam was cleared – a textbook example of what focused reform can achieve.

Water: From neglect to renewal

Water use licensing had long been a bureaucratic nightmare. Under Vulindlela, the backlog was cleared, and the approval time was cut from 300 to 90 days.

Equally important, the Blue Drop, Green Drop and No-Drop monitoring systems – scrapped during the Zuma era – were reinstated, providing an honest assessment of South Africa's deteriorating water and sanitation infrastructure. Grim as the results are, at least the problems are visible again and not swept under the carpet: what you measure you can manage.



Eleven major bulk-water projects worth over R156 billion are now underway across several provinces. The bigger challenge lies at the local government level: failing reticulation systems and unsustainable finances.

Vulindlela is now working with 6 metros to reduce water losses and to ringfence water and electricity accounts. Municipalities will have to keep these utilities financially separate – a decisive step towards sustainability.

Another breakthrough is to separate the water authority and water provision services of municipalities, with water service providers required to hold a licence and meet minimum service requirements; if not, their licences will be revoked. This will allow private and non-profit operators to run local water services. Municipalities remain the water authorities, setting tariffs and ensuring that poor households are protected, but operations such as billing, maintenance, and supply are then outsourced. This hybrid model promises better efficiency without abandoning public oversight.

Freight transport: Opening the rails and ports

Transnet's rail and port monopolies have strangled economic growth. Vulindlela's answer is not privatisation, but liberalisation – allowing private operators access to state infrastructure.

Eleven freight corridors were opened for private bidding. From about 50 applications, 25 preferred bidders have been selected and are now negotiating contracts with Transnet. The transport minister would like to see at least two agreements finalised before year-end. Private participation will lead to new investment, enhanced maintenance, and improved performance.

At the ports, similar reforms are underway. Private bidders are competing to manage terminals, notably in Durban, as well as in other locations, particularly LNG terminals. Last week, the High Court cleared the way for the concessioning of the Durban port to proceed. The process marks a fundamental shift from a closed, state-run model to a mixed public-private system.

Visas and skilled migration

South Africa's outdated visa regime has long blocked both tourists and skilled professionals. Reform aims to make it easier for investors, experts, and visitors to enter the country. The Minister of Home Affairs has taken decisive steps to modernise visa regulations and digital processing.

The work is ongoing, but long-overdue progress is certainly visible.

From a developmental state to a partnership state

Across all these areas, excluding visas, the underlying principle remains the same: transitioning from closed, underperforming state monopolies to open, competitive systems that attract private capital, expertise, and efficiency. It will both enhance productivity and investment.

Yes, these changes were forced by crisis – Eskom's collapse, Transnet's inefficiency, municipal failures – but the key point is that action is being taken. Tangible outcomes can be seen – deregulated power markets, faster spectrum rollout, open rail corridors, and modernised water governance.

Furthermore, sectors that were once controlled by the state are now welcoming private partners. With greater cooperation between the government and private sectors, we are transitioning from a developmental state to a partnership state.

Political continuity: Vulindlela 2

Although the previous administration initiated Vulindlela, it was subsequently endorsed by the parties that formed the GNU, particularly the DA. The GNU has now launched Vulindlela 2, continuing reforms in electricity, logistics, visas, and water while adding three new fronts:

1. Local government reform
2. Spatial development
3. Digital transformation

Vulindlela 2 identifies 30 concrete objectives to be achieved over the GNU's term, each of which is tracked to ensure delivery. This focus on execution is what sets Vulindlela apart from previous policy exercises.

The growth dividend

The Bureau for Economic Research at Stellenbosch University modelled the potential impact of Vulindlela reforms when fully implemented. It found that South Africa's long-term growth rate could increase from approximately 1% per year to 3% or even 3.5%. That may sound modest, but compounded over time, it transforms the economy and, importantly, catapults economic growth higher than population growth.

Higher growth lifts productivity, investment, and employment. And that is the only sustainable way to tackle our 'triple curse' of poverty, unemployment, and inequality.

The arithmetic is unforgiving: If the population grows at 1.3% a year while the economy grows at 1%, unemployment inevitably rises. To reverse that, growth must exceed population growth – and that is precisely what Vulindlela reforms can enable.

So what?

- Vulindlela matters because its focus is on delivery. It is not another policy paper; it is about execution and accountability.
- Understanding its scope and milestones can build confidence.
- The reforms are a journey, but they have started working. Step by step, South Africa is opening its economy, modernising infrastructure, and rebuilding credibility.
- If these reforms are sustained, they will not only stabilise the country but also unlock the growth and opportunity South Africans have waited far too long to see.
- A side effect from the implementation of Vulindlela is that South Africa is tentatively moving from a developmental state to a partnership state.



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