


RLI INVESTMENT SNAPSHOT	
<b>TUGENDE LIMITED</b>	
<b>Reason for Selection</b>	<p>Tugende is a Ugandan asset finance company that bridges the credit gap for entrepreneurs and small businesses by empowering informal entrepreneurs to own income-generating assets, build a verifiable digital credit profile, and access future growth opportunities through their digital platform.</p> <p>Tugende has financed income-generating assets to over 50,000 entrepreneurs country wide by leveraging a user-tested product portfolio and technology. These assets include motor bikes, commonly known as boda-bodas, special hire taxis, matatus and more recently, fishing boat engines and tractors.</p> <p>Tugende is constantly updating their product portfolio based on demand and currently serves refugee hosting communities through an office in Arua.</p>
<b>Location:</b>	Kampala, Central region, Uganda
<b>RLI Business Category:</b>	R3
<b>Company Background:</b>	<p>Tugende Limited was incorporated in 2010. Mission – “Helping people help themselves” Tugende is tackling the credit gap for small businesses in Africa by enabling informal entrepreneurs to:</p> <ol style="list-style-type: none"> <li>1) own income-generating assets,</li> <li>2) build a verifiable digital credit profile, and</li> <li>3) access future growth opportunities through the Tugende digital platform.</li> </ol> <p>This platform includes discounts, smartphones, e-commerce opportunities, and on-demand credit lines. Starting with motorcycle taxis in Uganda and Kenya, Tugende has financed over 52,000 clients with industry-leading portfolio quality. Tugende is growing into new geographies and asset product lines including boat engines for fishermen and refrigerators for retail shops.</p>
<b>Industry/Sector:</b>	Microfinance - Asset Finance
<b>Products and Services:</b>	<p>Tugende offers affordable asset finance for income-generating equipment, value added services and credit upgrade opportunities, digital credit profiles and data insights, and a long-term ecosystem to keep growing with clients.</p> <p>Products: Lease financing for business assets for new clients; motorcycles (boda-bodas), special hire taxis, matatus, boat engines, refrigerators, and agriculture tractors.</p> <p>Add-on assets for existing clients: smartphones, salon equipment, shop fridges and sewing machines.</p> <p>Additional services:</p> <p>Care – Product, Medical and life insurance Safety – Safe riding training, helmet and safety gear, and GPS tracking. Value – Genuine parts and service.</p>
<b>Management Team:</b>	<p>Tugende is managed by a world class team, each member possesses over ten years of experience in both management and their respective fields of practice.</p> <ol style="list-style-type: none"> <li>1. Michael Wilkerson – Founder &amp; CEO.</li> <li>2. Marisa Fee – COO, Operations, and management expert.</li> </ol>

	<ol style="list-style-type: none"> <li>3. Shaun Wilson – Founder, experienced CTO and engineer</li> <li>4. Paul Chaggar – CCO, experienced commercial expert</li> <li>5. Daniel Ekpe – Head of Corporate and Strategic Finance</li> <li>6. Solomon Zacharia – Chief of Staff, experienced liquidity, and collateral manager.</li> <li>7. Moses Kargbo – Financial Controller, CPA, accounting, and financial management expert.</li> </ol>
<b>Employees:</b>	Full time employees (including support staff): 800+
<b>Market Overview and Trends:</b>	Access to capital, market access, and operational efficiencies are key challenges for businesses in refugee hosting communities as they expand. In our recent research, many refugees pointed to a lack of capital as a barrier to starting their own business. As more refugees get access to mobile money in Uganda, many now have a digital and financial history that can be used to determine their creditworthiness. Tugende uses this history as a way for entrepreneurs to overcome financing barriers such as collateral and credit history and access asset financing directly.
<b>Estimated Investment Needs:</b>	<p>USD 10,000,000</p> <p>- To grow Tugende's product portfolio by rolling out more assets and adding agricultural equipment like tractors and other income generating assets in the agricultural field.</p>
<b>Target Funding Source(s):</b>	Impact investors and Development banks
<b>Investment Opportunity:</b>	Tugende is a profitable company with an overall portfolio of USD 30,000,000 and an average annual portfolio growth of 116% and less than 1% write-offs (2018 to 2020). With their proven model and large pool of existing clients, guarantors, and alumni clients Tugende is now looking to expand their portfolio to USD 60,000,000 by introducing a new line of products focused on the agricultural sector and expanding their reach, including into additional refugee hosting communities in northern Uganda.
<b>RLI Social Impact Opportunity:</b>	As credit and equipment become more readily available, refugees, host communities, and related economies will be able to obtain affordable asset financing for income-generating equipment such as tractors, agri-inputs, and so on. Tugende has the potential to serve more female clients by extending bottom-up financial inclusion to the agricultural sector.
<b>RLI Support Strategy:</b>	<p>Support Tugende to access concessional financing from development banks and impact investors such as East African Development Bank or Uganda Development Bank.</p> <p>RLI could provide support to Tugende in accessing finance to roll out its agricultural product portfolio from Pearl Capital Partners or Oiko Credit.</p>