

Business Plan / Information Memo / Pitch Deck: Minimum Content

1 General Overview of the Borrower / Investee Company (“Issuer”)

The aim of the general overview is to provide general introductory information in respect of the Borrower / Investee Company (“Issuer”). As a minimum address the following:

- Full name and registration number of the issuer and major subsidiaries;
- Place and date of incorporation of the issuer and major subsidiaries;
- Details of the Issuer’s advisor (if applicable);
- Full names, addresses and CV’s of the board of directors of the issuer and major subsidiaries, including dates of appointment;
- Details of the business of the issuer, including a diagram of the group structure;
- Full details of existing capital structure, highlighting current debt, mezzanine and equity, where applicable. Historic fund raise jurisdictions should also be included;
- Own funds spent to date;
- Full details of any acquisitions and disposals in the last 12 months and in which jurisdiction;
- Products and/or services offering by the issuer.

2 Industry Background

The aim of the industry background section is to focus on the industry in which the issuer operates:

- General overview of the industry with reference to current market conditions;
- Basic entry criteria to enter the industry (required licenses or other);
- Experience of directors and senior management of the issuer with specific reference to the industry;
- Competitor analysis to include – competitive landscape and unique selling proposition, and market share (if any);
- Customer profile/analysis; and
- Supplier analysis i.e. availability of raw materials, number of suppliers.

3 Strategy of the Issuer

The aim of the strategy disclosures is to explain the competitive strategy of the issuer in the industry, which must as a minimum address the following.

- Type of fund raise (debt, mezzanine or equity);
- Planned use of funds;
- The vision and mission of the issuer;
- Feasibility of current business approach, including a SWOT analysis (strength, weaknesses, opportunities and threats).

- BEE status and developments;
- Marketing plan, including details of feasibility studies and research undertaken;
- Target market analysis, should include target market and geographic coverage, list of existing and potential customers, are there any contracts or LOIs secured? Growth opportunities.

4 Financial Position and Performance

The aim of the financial disclosures is to provide details of the financial status of the issuer, which must as a minimum address the following:

- The issuer's audited or reviewed historical financial statements in accordance with IFRS for the preceding three years (or a lesser period since incorporation), including a summarised overview of the financial highlights for each year;
- The medium- and long-term forecasts with clearly documented assumptions. The manner in which the assumptions tie in with the issuer's strategy must be addressed;
- Financial model;
- Historic, current and forward-looking ratio analysis;
- For equity raises, proposed valuation and methodology supporting the valuation;
- A pro forma balance sheet, taking into account any capital raising and/or acquisitions/disposals, with clearly documented assumptions showing the status of the issuer as at the anticipated date of the completion of the private placement; and
- Details of current and near future funding requirements of the issuer.

5 Infrastructure Companies and/or Projects:

- Total project costs; to include construction costs, professional fees, and working capital;
- Technical Partner - profile and experience (e.g. summary of past and current projects);
- Technology provider and EPC contract in place? Include salient features of the EPC;
- Summary and profiles of the professional teams, e.g. QS, electrical engineers, fire & wet consultants etc;
- Environmental Authorisation - Is there an EIA in place? If not obtained, status and progress;
- Offtake agreements;
- Any municipal approvals e.g. bulk services;
- Risk identification and management/mitigation;
- Socio economic benefits, job creation etc.