

Business Plan Template

The following document provides an overview of the information your business plan should entail at a minimum for AATIF to complete the first screening of the investment. You do not need to use / follow the structure below as this may vary for every investment, but kindly ensure the information listed below is reflected in your business plan.

Background / Business History

- Describe when, on what basis and by whom the company has been formed / founded
- Describe if the company belongs to a larger group
- Describe the activities / products of the companies and markets relevant to it
- Describe the historical milestones of the development of the company so far
- In case previous co-operation / activities with international investors, DFIs or other developmental institutions, please describe.

Operations

- Describe current operations of the company – i.e. what does it cultivate, process, trade in terms of crops / output, in which countries, for which markets, for which customers. Use adequate indicators to quantify the operations that can also be used to benchmark the company in the market (farmed land, plant capacity, output p.a. / p.m., etc.). Briefly describe different product lines if there are multiple. Highlight key aspects of the operations (this can vary from company to company) e.g. distribution channels if that is critical to the business, key competitors, key challenges, toll manufacturers involved etc.

Supply

- Describe key products supplied to the company, by whom these are supplied and what the supply agreements are e.g. seasonal agreements or long-term agreements and what the price setting mechanism is. If supply comes from smallholders explain how many smallholders are involved, how smallholders are organized and how goods are delivered to the company. Highlight in what currency products are bought. Describe critical aspects around the supply (can vary from company to company) e.g. one supplier has a monopoly, inputs are subject to high tariffs etc.

Off-Take

- Describe key off-takers / customers of the company, what off-take agreements are in place and what the price setting mechanisms are. Highlight the currency in which products are sold. Describe how goods are sold / distributed if relevant e.g. does the company manage a distribution network, several outlets? Describe critical aspects around the off-take (can vary from company to company) e.g. one sole off-taker, government off-taker, export bans etc.

Organizational Structure

- Include a diagram of the structure of the company i.e. showing the holding entity or any relevant sister companies or subsidiaries. Depending on how complex the structure is, this can be combined with the shareholder structure below. Add explanatory text to the diagram.

Shareholder Structure

- Include a diagram of the shareholder structure. Add explanatory text on the shareholders (private, institutional, impact investors etc.), what is their role (passive, active, founders etc.). Highlight any other critical aspects the reader should know.

Investment

- Describe the funding demand of the company and what the funding will be used for e.g. expansion plans, working capital, establishment of something new. Justify why this is necessary / strategy behind the investment. Describe the envisaged timeline. Describe the use of funding and structure of the investment by AATIF. Detail co-investors and key milestones for the investment to materialise e.g. roll-out plan, capacity increases etc.

Financials

- Provide audited financial statements for the past three years as well as financial projects for the next three years. Provide explanatory notes to the key developments in the financials and underlying assumptions for the projections.
- Provide overview of existing funding structure using the template below:

Name of Lender	Total Volume of Loan (USD m)	Total Amount disbursed to date (USD m)	Total out-standing commitment (USD m)	First Disbursement Date	Tenor	Interest rate	Financing purpose
Test Bank	USD 20m	USD 10m	USD 10m	01.01.2011	3 years	Libor + 8%	Financing of new mill

Key Management Team

- Provide short bios on top level management using the template below:

Name	<i>Example</i>
Current position and responsibilities held	<i>Farm Manager in charge of all farming operations – leading a team of 10 people.</i>
Educational background: [Specify degree and university it was acquired at]	<i>Bachelor of Engineering in Agronomy from the University of Kampala</i>
Previous employers: [List previous employers, period spent at each employer, position and responsibilities held at each employer].	<i>2001-2005 – Assistant farm manager at Lions Farm in Kenya, in charge of XY 2006-2008 – Farm Manager at Tonga farm in Tanzania, in charge of XY</i>

Macro- and policy environment

- Describe the macroeconomic and policy environment relevant to the project, sector, country

Major S&E risks and impacts (sector and project-related)

- Describe key social and environmental risks related to the project or the sector in general

Major development opportunities (project-related)

- Highlight key positive and negative developmental impacts of the company / project e.g. employment creation, local value addition through processing, out-grower schemes etc.